

## Call for tenders' details

Title: A Strategic Way Forward: Transformational Organisation, Project and Change Management

Start date: 07/02/2019

Time limit for receipt of tenders: 18/03/2019

Contracting authority: European Investment Bank (EIB)

Status: Closed

## Call for tenders question list

#	Submission date	Publication date	Question subject	Question	Answer
1	28/02/2019 16:44	28/02/2019 16:47	Postal address for proposals	In the document named &quot;EN-0. General Admin & Submission Clauses WK-1530&quot;, the postal address for submission of proposals is given as EUROPEAN INVESTMENT BANK For the attention of CS/IMP/PROCUR Ref.: WK-1529 Procurement and Purchasing Division ... Is the reference WK-1529 or is it WK-1530?	<b>28/02/2019</b> The reference is WK-1530.

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#	Submission date	Publication date	Question subject	Question	Answer
2	13/02/2019 14:53	04/03/2019 08:09	Questions regarding tender WK-1530	<p>1) Can we have 1 proposal for the 2 lots? 2) As evidence for technical capacity 5 contracts with minimum value of 100000 is requested. Does it matter if it's per consultant or per project? and do you need a copy of the contract? there is a reference made to annex 9.1 but I can't find this one back in the provided documentation. 3)What is meant by Notional Price? 4)Can you give more clarification and details regarding methodology (7.4.2.1.1)? The proposed methodology for tenderer's reaction to call proposals for EIB for assignments from receipt of assignment terms of reference to submission of proposal: review assignment terms of reference and request for clarification and all other points. can you provide me more details or description of what you mean by these? Thank you!</p>	<p><b>04/03/2019</b></p> <p>1) Yes, tenderers are allowed to submit offers for lot 1 or lot 2 or both lots. However, offers for each lot shall be submitted separately. 2) Annex 9.1 is available on e-tendering. Usually when entering the document library only the first 10 items are displayed. If you increase the 'results per page' to 25 or 50 you should see Annex 9.1. 3) The financial assessment will be based upon an evaluation scenario. This means the daily rates offered by you will be multiplied with an estimated number of days (section 7.4.2.2 of Annex 4). The result is a 'Notional price' which will be applied in the price formula. 4) The nature of this multiple framework agreement is that whenever the EIB has a need for services, it will invite all parties to the framework agreement to participate in a so called 'mini competition'. For this purpose the EIB will distribute Assignment Terms of Reference (which is a description of the need) based on which the parties to the framework agreement may submit a proposal which will then be evaluated by EIB and awarded to the party who has submitted the most advantageous offer. In the evaluation criterion you are referring to, tenderers are required to describe their internal methodology of creating their</p>

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					methodology of creating their proposals in such mini competitions.
3	14/02/2019 12:07	04/03/2019 08:11	FWA management team	Regarding the FWA management team: -Is it enough to provide you with the CV's of the framework manager, technical director and back-up? -Can the same people be responsible for both lots?	<b>04/03/2019</b> 1) Yes. 2) Yes, the same persons can be appointed as framework manager/technical director for both lots.
4	14/02/2019 14:46	04/03/2019 08:13	Annexes missing	Dear, Annex 9. 1 'project reference form' and annex 9.2 economic and financial capacity are not provided in the document library. Can you please make them available? Thank you	<b>04/03/2019</b> Annexes 9.1 and 9.2 are available on e-tendering. Usually when entering the document library only the first 10 items are being displayed. If you increase the 'results per page' to 25 or 50 you should see all Annexes including 9.1 and 9.2.
5	13/02/2019 16:10	04/03/2019 08:15	Clarification questions regarding profiles and references	Could you please confirm whether our understanding of the following items is correct: Technical Annex Section 2.2. FWA Management team - for each lot - As a minimum requirement there should be at least 1 (one) Framework Manager appointed for each lot? - As a minimum requirement there should be at least 1 (one) Technical Director appointed?	<b>04/03/2019</b> 1) Yes, for each lot at least one Framework Manager is to be appointed. 2) Yes, for each lot at least one Technical Director is to be appointed.

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6	13/02/2019 16:10	04/03/2019 08:18	Clarification questions regarding profiles and references	<p>Could you please confirm whether our understanding of the following items is correct: Technical Annex Section 3. Categories of experts to be proposed - There are four different categories of experts, however there is no limitation (minimum requirement) of the number of experts that we should provide. For example, our proposal could include 1 CAT I expert, 3 CAT II experts, 3 CAT III experts and 10 CAT IV experts. Could you confirm this?</p>	<p><b>04/03/2019</b> The required minimum number of key experts is stated in section 7.4.2.1.2 of Annex 4 (in the table). According to which the minimum number of Key experts shall be as follows: • Category I – 2 • Category II – 3 • Category III – 3 • Category IV – 2</p>

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#	Submission date	Publication date	Question subject	Question	Answer
7	13/02/2019 16:10	04/03/2019 08:21	Clarification questions regarding profiles and references	Could you please confirm whether our understanding of the following items is correct: Technical Annex Section 7.3.2. Technical and professional capacity for all lots - As a minimum requirement our proposal should include: - Minimum five contracts achieved in the past 3 of a similar nature, range and scope as each of the lots - the proposal could include more than 5 contracts per lot - the past 3 years could include projects closed after January 2016, also projects that are ongoing, for example a project that starts in 2017 and continues in 2018, 2019, and 2020. - each contract should have an overall budget of at least 100 000 EUR.	<b>04/03/2019</b> Yes, the proposal could include more than 5 contracts per lot, however in the case where a tenderer has submitted more than the minimum number of client references only the first five will be analysed. EIB will check the additional references or profiles only if the first ones are not compliant with the minimum requirements. As regards 'in the past 3 years'; your assumptions are correct. We confirm that each of the contracts shall have an overall budget of EUR 100,000.

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#	Submission date	Publication date	Question subject	Question	Answer
8	26/02/2019 11:01	08/03/2019 12:17	Award criteria	We understand from the award criteria under point 7.4.2.1.1. that the proposal will be evaluated based on our approach to manage the framework contract, from analysing each request to implementing assignments and performing quality control. Given the specific nature of this contract, which covers organisational transformation and change, we also understand that it would be important to show the capabilities of the tenderer in these technical domains. Could the EIB please clarify whether our understanding is correct and, if yes, under which award criteria it would be most appropriate to include this information.	<b>08/03/2019</b> The award criteria are the ones listed at point 7.4.2. The capabilities of the tenderer in the technical domains are best shown in the experts proposed for the pool.
9	26/02/2019 11:58	08/03/2019 12:18	Years of experience for key experts	Do we understand correctly that each expert proposed for each category must have the exact years of experience required in the ToR - e.g. an expert proposed for Category II must have between 5 and 8 years of experience, but not more than 8?	<b>08/03/2019</b> The tenderers could propose experts with more than the required professional experience for a given category. The key experts should meet the minimum requirements per Lot set out in tables on pages 15-16. The additional points for profiles above the minimum requirements are detailed on page 14.

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10	26/02/2019 12:01	08/03/2019 12:20	Number of experts proposed	We understand from the table under point 7.4.2.1.2 that we must propose a certain number of experts per category. Is the number of key expert per category intended to be the maximum number or are tenderers allowed to propose additional experts?	<b>08/03/2019</b> Please refer to answer to question #6.
11	27/02/2019 09:40	08/03/2019 12:20	Methodology	1) Regarding Methodology under point A: What is meant with Review assignment terms of reference and request clarification? 2) Regarding proposed quality system under point C: what is meant by proposal preparation process? 3) What is the difference between the reporting part in point B & C? Cfr reporting and closure of assignments, excluding quality control & quality assurance and rectification during implementation of assignments including reporting, quality review in periodical framework agreement.	<b>08/03/2019</b> Ad 1) Tenderers are expected to provide a description of their internal processes on how they intent to deal with requests for services from EIB in the form of so called 'assignment terms of reference - AToR'. Ad 2) Tenderers are expected to describe the quality management measures they have in place when they prepare a response to a request for services from EIB ('assignment terms of reference - AToR'). Ad 3) Section B concerns the tenderer's methodologies related to the implementation of assignments, whereas section C deals with the tenderer's methodologies related to quality management.

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#	Submission date	Publication date	Question subject	Question	Answer
12	27/02/2019 09:50	08/03/2019 12:21	Qualifications for Framework Manager, Technical Manager, Experts	Does the Degree as "Diplom-Ingenieur" from Technical University qualify for EQF 7?	<b>08/03/2019</b> EQF 7 is equal to degrees at Master's level: normally 5 years' full-time study or 300 ECTS credits; in multi-cycle degree programs 1, 1.5 or 2 years or 60, 90 or 120 ECTS credits at Master's level. Another way of defining EQF 7 would include all those academic degrees that qualify graduates to apply for a doctorate. As a guideline, the following German academic titles would fulfil EQF 7 (non-exhaustive listing): (i) Master (Univ., FH); (ii) Diplom (Univ.) [Diplom degree awarded by a university]; (iii) Magister; (iv) Staatsexamen; (v) Diplom (FH) [Diplom degree awarded by a university of applied sciences]. (information based on <a href="https://ec.europa.eu/ploteus/sites/eac-efq/files/German_EQF_Referencing_Report.pdf">https://ec.europa.eu/ploteus/sites/eac-efq/files/German_EQF_Referencing_Report.pdf</a> )
13	27/02/2019 09:51	08/03/2019 12:21	Qualifications for Framework Manager and Technical Manager, Experts	Does the Degree as "Diplom-Ingenieur (FH)" from University of Applied Sciences qualify for EQF 7?	<b>08/03/2019</b> See answer to question #12.



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#	Submission date	Publication date	Question subject	Question	Answer
14	27/02/2019 10:02	08/03/2019 12:22	Methodology EN-4, Annex 4, 7.4.2.1.1 Methodology for operating Assignments	Is "methodology" referring to specific change management and project management methodologies for the specific content of deliverables? Or instead referring to account management principles such as assignment reviews, expert selection, etc.?	<b>08/03/2019</b> 'Methodology' in the context of section 7.4.2.1.1. refers to account management principles such as assignment reviews, expert selection, etc.
15	27/02/2019 10:08	08/03/2019 12:23	Deed of undertaking	What is the "requisite declaration" from Annex 2 referring to? Annex 2 is the deed of undertaking form and does not have any other annexes.	<b>08/03/2019</b> It refers to Annex 1, Declaration on honour.
16	27/02/2019 10:23	08/03/2019 12:24	Annex 4, 7.4.2.1.2 Proposed pool of key experts	Can we propose some experts for both Lot 1 and Lot 2?	<b>08/03/2019</b> Yes, the same experts can be submitted for different lots if they have the relevant key expertise to those areas. In case you submit the profile for more than one lot, you shall submit the CV twice.
17	27/02/2019 10:24	08/03/2019 12:25	7.4.2.1 Technical file	Can we use graphics, tables in the 50 page technical file?	<b>08/03/2019</b> Yes it is possible.
18	27/02/2019 11:05	08/03/2019 12:25	Remuneration for services	Under the contract, will only services provided at the premises of the EIB be remunerated or will home office work - if required - also be paid for?	<b>08/03/2019</b> Both, services rendered at EIB premises as well as services provided from the provider's office will be remunerated if ordered by EIB.

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#	Submission date	Publication date	Question subject	Question	Answer
19	27/02/2019 11:05	08/03/2019 12:26	Previous projects - contact information	Annex 9.1 requires contacts for previous projects carried out. We believe that under the new General Data Protection Regulation (GDPR) we are not permitted to disclose email addresses and telephone numbers without the consent of the other party. Will it be sufficient to provide the name and the organisation of the contact person and provide further details on request?	<b>08/03/2019</b> Yes, that would be sufficient.
20	27/02/2019 11:12	08/03/2019 12:26	Company history	Our company has existed since 2005. With effect from Jan 2017, we have changed the form of our legal entity - from a GbR to a GmbH under German law. The managing directors have remained the same and the name of the company as well. We have worked for the EIB under both legal entities and have changed our registration with the EIB accordingly. Can we enter the earlier date (2005) as the year of foundation? And, for the previous three years, may we submit financial records for both entities, as in 2017 part of the revenue was generated under the old entity and part under the new entity?	<b>08/03/2019</b> If the transformation from the GbR to GmbH was done by way of universal succession (i.e. the latter stepped into the rights and obligations of the former without reservation), you may do as suggested.

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21	27/02/2019 11:16	08/03/2019 12:28	Background check	In the last page of the TORs, a background check is requested. The table leaves space for two persons. Are all freelancing subcontractors required to fill and sign this background check or only the Framework Manager and the Technical Director?	<b>08/03/2019</b> This document is meant to be signed by consultants who work 'intra-muros' EIB premises and/or have access to confidential data and/or are granted with administrator rights in the Bank's IT systems. See also answer to question 23.
22	27/02/2019 11:56	08/03/2019 12:28	Annex 9.1 Project References	Do Profile 1, 2, ...refer to the actually proposed experts or to the category level by experience? Is the 'Total' referring to the number of staff or the amount of person-days?	<b>08/03/2019</b> Please state in 'total' the value of the project in EUR.

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#	Submission date	Publication date	Question subject	Question	Answer
23	27/02/2019 18:58	08/03/2019 12:29	General terms and conditions	<p>"§6, i) of the General terms and conditions obliges the Service Provider to provide, at the Bank's request, copies of birth certificates, passports and recent extracts from the judicial record and/or any other evidence the Bank deems necessary, for all staff who has access to confidential data and/or is granted with administrator rights in the Bank's IT systems. In order to comply with our legal obligations with regards to data privacy, we cannot provide our clients with access to personal data of our employees, unless our client's request to do so has a valid legal basis. Can you inform us on which legal basis the obligation set out in §6, i) of the General terms and conditions is based?"</p>	<p><b>08/03/2019</b> This provision of the EIB's General Terms and Conditions will be implemented by using the form 'background checks' included in Appendix II to Annex IV. See also answer to question 21.</p>

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24	28/02/2019 07:53	08/03/2019 12:30	Article 8 - General terms and conditions for framework agreements	In Article 8 "Terms of payment" of the GTC it is stated, that unless otherwise agreed between the Bank and the Service Provider, no advance payment shall be made and that the agreed remuneration shall be invoiced by the Service Provider upon completion of the Assignment, unless the remuneration does not relate to recurrent Services payable on a monthly basis. However, if the Assignment lasts for a longer period and/or the volume is rather large, we would like to ask if in these cases an advance payment and/or intermediate payments (after milestones) by the Bank would be possible?	<b>08/03/2019</b> Please note that Article 8 of the General Terms and Conditions describes EIB's default payment conditions which apply when there are no specific payment provisions. It can however be that Assignment Terms of Reference (AToR) issued for individual assignments will contain specific payment provisions taking the specificities of the assignment into consideration and thus taking precedence over Article 8 of the General Terms and Conditions.
25	28/02/2019 07:53	08/03/2019 12:30	Annex 8 - Financial Proposal Form	After having examined the Financial Proposal Form, we assume that we only display Maximum Daily Rates for 4 Experts and for evaluation purposes we fill in the Notional Price Table with the Notional Volumes given by EIB? Could you please confirm our understanding that no other daily rates or offer volumes are requested?	<b>08/03/2019</b> Your understanding is correct.

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#	Submission date	Publication date	Question subject	Question	Answer
26	28/02/2019 07:52	08/03/2019 12:31	Annex 4 - Chapter 7.3.2: Technical and professional capacity for all lots	Chapter 7.3.2. of Annex 4 states that a minimum number of 5 (five) contracts (project references) are required as evidence. We assume that if more than 5 (five) references are provided, all will be considered. Please confirm.	<b>08/03/2019</b> In the case where a tenderer has submitted more than the minimum number of client references for the Technical and Professional Capacity Selection Criteria, only the first five will be analysed. EIB will check the additional references only if the first ones are not compliant with the minimum requirements.
27	28/02/2019 07:52	08/03/2019 12:31	Annex 4 - Appendix 1: Technical descriptions (Lot 2)	We assume that the five topics "Strategic dialogue, knowledge sharing, process and procedures, collaboration and management" listed in the Technical description in Appendix 1 of the the Annex 4 of lot 2 are the targets for lot 2 Project & Change Management. Please confirm.	<b>08/03/2019</b> Yes, your understanding is correct.

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28	28/02/2019 07:52	08/03/2019 12:32	Annex 4 - Appendix 1: Technical descriptions (Lot 2)	In the technical description for lot 2 (Appendix 1 of Annex 4) it is stated that the "service support will be requested to carry out project and change management activities, also based on "lean" process improvement methodologies and/or information management applications",. Please specify what is meant by '"lean" process improvement methodologies and/or information management applications'.	<b>08/03/2019</b> The future service provider can propose project management activities based on "Lean" business methodology, which is only one of those that can be proposed to improve the processes. Projects that improve the processes may also encompass the improvement of the usage or the creation of specific information management applications. Change management activities can also be proposed to accompany all the changes implemented. EIB is however especially interested in the areas mentioned in the LOT No2 A. TECHNICAL DESCRIPTION, as well as in the list of points under LOT No 2 B. EXAMPLE OF KEY DELIVERABLES. In any case, the detailed requirements to that end will be communicated by the EIB in the assignment terms of reference (AToR) at the Framework Agreement implementation stage.
29	28/02/2019 10:28	08/03/2019 12:32	Annex 9	Dear, what is meant by total in annex 9 regarding project references? Is this about the total amount of the project or the number of people delivered on the project? Thanks!	<b>08/03/2019</b> Please state in 'total' the value of the project in EUR.

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30	28/02/2019 10:58	08/03/2019 12:33	ToR Section 7.3.2. Technical and professional capacity for all lots	Section 7.3.2. Technical and professional capacity for all lots, of the ToR states: "The minimum amount for each contract referring to a project completed within these 3 (three) years is EUR 100,000 (one hundred thousand euros)." Please confirm if ongoing projects would be eligible where the amount invoiced and paid exceeds EUR 100,000.	<b>08/03/2019</b> No, as the requirement states 'completed'. Except in cases of very large projects, if one or more phases have been completed (=accepted by the client) and the services provided during such project phase(s) are of similar nature, range, scale and complexity to the required services under each Lot for which the Tenderer is applying, then ongoing projects will be considered by EIB.
31	01/03/2019 05:51	08/03/2019 12:34	Appendix I: Lots detailed description LOT No. 1: Strategic transformational change	In Appendix I: Lots detailed description it is stated for Lot No. 1 that the service provider will also be requested to analyse the potential of the new technologies and their possible integration in EIB environment. Those new technologies are mainly, but not limited to, the Artificial Intelligence programmes that could be implemented to support EIB staff in focusing on the main value creation activities. Could you please list any other technologies that you might be considering?	<b>08/03/2019</b> The future service provider will be requested to perform organisational assessments on EIB's strength and weaknesses and to provide EIB with a proposed new structure – this could be supported by Artificial Intelligence and/or any other technology deemed relevant for this purpose. Outsourcing could also be part of proposed solutions (also in conjunction with Artificial Intelligence, if relevant).
32	01/03/2019 05:53	08/03/2019 12:34	Proposed pool of experts	Can the same expert be proposed for both Lot1 and Lot2 if he has relevant experience for both Lots?	<b>08/03/2019</b> Yes, the same expert can be proposed for both lots.



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33	01/03/2019 06:06	08/03/2019 12:35	Project references	Can we present a project references for both Lots if the services delivered during the project cover the scope of services outlined in the ToR for both Lots?	<b>08/03/2019</b> Yes, this is possible if the reference is relevant for both lots.
34	01/03/2019 06:38	08/03/2019 12:37	7.3.2 Technical and professional capacity for all lots and Deed of Undertaking	The tenderer is a member of a network of professional services firms. If the tenderer presents a reference of another member firm of the same network in order to satisfy the pass/fail rule, is this other member firm than automatically considered being a subcontractor? Does this other member firm that provided the reference then have to sign next to the letter of commitment (outlined in 7.3.2) also a Deed of Undertaking?	<b>08/03/2019</b> With regard to criteria relating to the technical and professional ability, a tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. However, as references demonstrate the tenderer's relevant professional experience, it may only rely on the references of other entities where they will be involved in the performance of the services for which these capacities are required. In principle, EIB would require that such other entity, whose reference(s) is/are presented in order to meet this technical and professional selection criterion, participates as a subcontractor or consortium member in the tender. In case of networks, given the relative proximity between network firms, a letter of commitment would be sufficient. The deed of undertaking is only to be signed by tenderers or members of a consortium, but not by subcontractors/not-tendering network firms.

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35	01/03/2019 11:38	08/03/2019 12:37	Pool of experts	Can we include the profiles of both the Framework Manager and the Technical Expert as experts in the Pool of Experts?	<b>08/03/2019</b> Yes, providing their profiles fit in the correct category.
36	01/03/2019 12:13	08/03/2019 12:38	Lot 2 Change Management	With regards to Change Management services in lot 2: what is the kind of assignments that can be expected? As change management covers a wide range of activities, will the service provider be asked to apply parts of the whole change management solution in several assignments or will the service provider rather be asked to cover the whole scope of change management in one assignment? Please advise.	<b>08/03/2019</b> The assignments will be related to the areas outlined in the LOT2 TECHNICAL DESCRIPTION. The activities/scopes required depend on the subject of the individual assignment.

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37	01/03/2019 12:18	08/03/2019 12:38	Annex 4, Appendix 1: Technical descriptions for lot 1	In the technical description for lot 1 (Appendix 1 of Annex 4) it is stated that "The service provider will be requested to integrate in the transformational analysis the new practices potentials, while supporting EIB staff in structuring the potential contractual arrangements." Does "supporting EIB staff in structuring the potential contractual arrangements" refer to support activities for e.g. preparation of tender documents for IT vendors such as RfPs (Request for Proposal)? Please advise.	<b>08/03/2019</b> The example given by you can be a part of activities required (but not limited to) from the service provider. However, we expect the service provider to undertake tasks and services in all areas mentioned in the LOT1 TECHNICAL DESCRIPTION.
38	01/03/2019 12:20	08/03/2019 12:39	Annex 7: Profile Template	In Annex 7, the "Professional Profile Template", the service provider is asked to provide the information on the professional experience of a candidate. We assume that the requested information is referring to the candidate's professions pursued (list of employers worked for). Please confirm.	<b>08/03/2019</b> Your understanding is correct.

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39	01/03/2019 12:21	08/03/2019 12:39	Annex 7 Professional Profile Template	In Annex 7, the "Professional Profile Template", the service provider is asked to fill the field "profile". Please specify what "profile" is referring to. Please advise.	<b>08/03/2019</b> In the section 'proposed role' tenderers shall indicate if its staff member would act as Framework Manager or Technical Director or Key expert. Whereas in section 'profile' tenderers shall indicate the expert's category I-II-III-IV (not applicable to Framework Manager and Technical Director).
40	01/03/2019 12:23	08/03/2019 12:40	Annex 4, chapter 7.4.2.1.2 Proposed pool of key experts	In Annex 4, part 7.4.2.1.2 Proposed pool of key experts a certain number of key experts for the categories I-IV is requested (total number of key experts to be proposed 10). If more than 10 key experts profiles are proposed, will all proposed profiles be considered in the assessment?	<b>08/03/2019</b> In the case where a tenderer has submitted more than the minimum number of Key experts, only the first ten will be analysed. EIB will check the additional Key experts only if the first ones are not compliant with the requirements.
41	01/03/2019 12:25	08/03/2019 12:41	Annex 9.1 Project Reference Template	In Annex 9.1, the "Project Reference" template, the service provider is asked to provide contact details. Do the contact details refer to the client's contact person or to the service provider's contact person (e.g. responsible project manager)? If it refers to the client contact in many cases this information cannot be provided as confidentiality (NDA) and data privacy rules may apply. Please advise.	<b>08/03/2019</b> Contact details refer to the client's contact person. Please also see answer to question #19.

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