

Call for tenders' details

Title: Multiple Cascading Framework Contracts for Training Services for the Staff of the European Institutions, Offices, other Bodies and EU Agencies who Hold or may be called on to hold Managerial Posts

Start date: 31/05/2019

Time limit for receipt of tenders: 02/07/2019

Contracting authority: European Commission, DG Human Resources and Security (HR)

Status: Closed

Call for tenders question list

#	Submission date	Publication date	Question subject	Question	Answer
1	03/06/2019 16:56	06/06/2019 17:18	Clarification of "candidates" based in the UK	In paragraph 6 of the Invitation to tender it reads: "After the United Kingdom's withdrawal from the EU, the rules of access to EU procurement procedures for economic operators established in third countries will apply to candidates and tenderers from the UK, depending on the outcome of the negotiations....". Could you kindly explain in further detail who is referred to as "candidates"? Is it legal entities (e.g. companies) or individuals or something else?	06/06/2019 The term "candidates" in the generic paragraph 6 of the invitation to tender refers to restricted procurement procedures and not to the ongoing open procedure.

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#	Submission date	Publication date	Question subject	Question	Answer
2	03/06/2019 16:57	06/06/2019 17:19	Specifications of "Annual Turnover";	Regarding part III.2.1 (1) of the tender specifications - Economic and Financial Capacity, "...the tenderer must demonstrate an average annual turnover...."; Does this annual turnover need to exclusively stem from the provision of coaching services or does this refer to the overall annual turnover of the company?	06/06/2019 The tender specifications do not refer to an annual turnover specific to the area of the procurement.
3	03/06/2019 17:13	06/06/2019 17:39	Mentioning and Identification of Subcontractors	Part II.5. of the tender specifications indicates that "Only subcontractors who will perform more than 10% of the total value of the contract will have to be identified in e-Submission";. Does this mean that subcontractors performing more than 10% only need to be identified in annex 2? Or do they need to register in e-submission and obtain a PIC number?	06/06/2019 The subcontractors performing more than 10% of the total value of the contract need to be identified both in Annex 2 and in e-Submission.

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#	Submission date	Publication date	Question subject	Question	Answer
4	04/06/2019 14:56	06/06/2019 17:47	Participation to the tender procedure	We understand that participation to the procurement procedure is also open to legal entities that are not based in the EU, for example is open to entities established in Switzerland. Can the contracting authority please confirm if our understanding is correct?	06/06/2019 Participation in this call for tender procedure is open on equal terms outside the EU under the conditional scope indicated in the tender specification part III.1 "participation in this call for tender procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties and to all natural and legal persons established in a third country which has concluded a special agreement with the European Union in the field of public procurement on the conditions laid down in that agreement. Where the Multilateral Agreement on Government Procurement concluded within the framework of the World Trade Organisation is applicable, participation in the procurement procedure shall also be open to all natural and legal persons established in the states which have ratified this agreement, under the conditions laid down therein".

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#	Submission date	Publication date	Question subject	Question	Answer
5	06/06/2019 09:28	06/06/2019 17:55	Lot 1: Official/Supporting Documents	<p>Page 22, Part III.2. of the tender specifications - Selection Criteria - explains that “the supporting documents listed below must be provided with the tender as proof of the declaration on the honour on the selection criteria referred to in the Annex 3”. The supporting document described here is a statement of annual turnover, but it appears that no evidence is required at this stage (e.g. official balance sheets, annual reports, etc.). Furthermore: Regarding the Annex 3 “Declaration on Honour on Exclusion Criteria and Selection Criteria” part III of the tender specifications lists a number of supporting documents for situations described in (a), (b), (c), (d), (f) and (g). However, the paragraph begins with the statement “Upon request”. Does this mean that tenderes do not need to provide the supporting documents at this stage of the tender and may be required to do so later, e.g. if they are retained? May we assume this also applies for Lot 2: Coaching for Managers and Teams?</p>	<p>06/06/2019 Please note , there is a distinction between the supporting documents requested for the selection criteria and those requested for the exclusion criteria. Part III.2 of the tender specifications : The supporting documents related to the selection criteria must be provided with the tender as proof of the declaration on the honour referred to in the Annex 3. Part III.2.1 of the tender specifications : Regarding the economical and financial capacity, only a statement of the annual turnover for each of the last 3 financial years closed must be submitted with the tender. However, the contracting authority reserves the right to request any other document enabling it to verify the economic and financial capacity of the tenderer. Regarding the situations of exclusion criteria listed in part III.1 of the tender specifications, only the successful tenderer(s) will be asked to submit evidence as defined in the declaration, before the signature of the framework contract and within a deadline given by the contracting authority. These points are common for both lots (see the tender specifications for Lot 2)</p>

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#	Submission date	Publication date	Question subject	Question	Answer
6	03/06/2019 16:58	07/06/2019 17:01	Coaching Hours for Managers	Regarding part III.2.2.A of the tender specifications of Lot 2 - Technical and professional capacity, section A: "....by having provided an average of at least 1000 hours of coaching for managers for each of the past three years....". Is this to be understood as "an average of 1000 hours per year" or as "a minimum of 1000 per year"?	07/06/2019 This part of tender specifications is to be understood as having provided at least 1000 hours of coaching for managers for each of the past three years.

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#	Submission date	Publication date	Question subject	Question	Answer
7	06/06/2019 09:26	07/06/2019 17:04	Lot 1: Contract Management team vs. Project Management Team	<p>We were wondering if you could clarify the possible difference in meaning between the two titles used in the Tender Specifications of Lot 1. 1. Page 12 "Contract Management Team" indicates that in addition to the project manager and the pedagogical manager, the contractor should work with a team of at least 2 persons working full time (or a larger team representing a minimum of 2 full time equivalent) in charge of managing the contract (follow up of orders, invoices, evaluations, etc.). 2. However, page 24, section 3, refers to a "Project management team" of at least two other persons. We assume that these two persons mentioned on page 24 are the same as mentioned on page 12 (the ones needed to support the Project Manager and Pedagogical Manager), but could you confirm that these are indeed NOT TWO EXTRA persons (i.e. IN ADDITION to the team described on page 12)? Our doubts stem from the different titles employed, as described in the title of this question: CONTRACT Management team vs. PROJECT Management Team</p>	<p>07/06/2019 The 2 persons mentioned, in addition to the project manager and the pedagogical manager, on page 12 and 24 are the same persons. Please note that the Contract Management Team (indicated on page 12) and the Project Management Team (indicated on page 24) are the same.</p>

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#	Submission date	Publication date	Question subject	Question	Answer
8	06/06/2019 09:46	07/06/2019 17:11	Lot 1: Project manager - Pedagogical Manager	Pages 12 and 24 of the tender specifications for lot 1 : Does the reference to a 'full time' Pedagogical Manager mean that the role must be fulfilled by one person, or can it potentially be fulfilled by two? Our question also applies to the Project Manager: could the role be fulfilled by two persons?	07/06/2019 For reasons of coherence and quality of follow up, the role of project manager should be taken by one single person. It is the same for the pedagogical manager.

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#	Submission date	Publication date	Question subject	Question	Answer
9	06/06/2019 11:22	07/06/2019 17:13	Annex 5	Part III.2.2 of the tender specifications explains that, "the information requested below must be provided separately for each subcontractor [representing more than 10% of the value of the Framework Contract] according to their role". The information must be provided in Annex 5. Are we right in assuming that the group can submit one version of Annex 5 with all members' information in it, while additional copies of Annex 5 must be filled in individually by subcontractors (in the >10% case)?	07/06/2019 III.2.2. TECHNICAL AND PROFESSIONAL CAPACITY Tenderers must demonstrate that they have sufficient technical and professional capacity to perform the contract by complying with the following criteria. In the case of a group, each member will have to provide the information required below according to their role in the group. In the case of subcontractors performing a share of the contract representing more than 10 % of the total value of the Framework Contract, the information requested below must be provided separately for each subcontractor according to their role. Concretely this means that: - the information requested in annex 5 should be provided separately for all the members of the group as well as for the subcontractors representing more that 10% of the total value of the Framework contract - this can be done by providing a separate annex 5 for each member of the group and each subcontractor (in the >10% case) - this can also be done by providing a single annex 5 for the whole group and the subcontractors (in the >10% case) as long as it is clear to which economic operator each element of information is related.

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#	Submission date	Publication date	Question subject	Question	Answer
10	12/06/2019 09:40	14/06/2019 16:53	Providing Credentials	Regarding the evaluation of the quality (part III.3.2 of the tender specifications - Lot 1) would it be permissible to provide WEB LINKS to people's biographies/profiles etc., for the criterion 1 rather than providing WRITTEN biographies?	14/06/2019 No, it is not permissible to provide web links for criterion 1 of the quality evaluation.
11	13/06/2019 09:48	14/06/2019 16:55	Various Coaching Approaches	We read this sentence in Criterion 3 of the evaluation of the quality (part III.3.2 of the tender specifications - Lot 2): "How relevant and specific are the various approaches of coaching recommended for the various level of management?". In "various approaches", could you please clarify what you mean by "approaches"? For example, could you mean the approaches to individual, team or group coaching, OR perhaps you mean the approaches to solution coaching or developmental coaching?	14/06/2019 Those various approaches may refer to any dimension or aspect you consider to be relevant, keeping in mind the basis for the evaluation of the criterion (i.e. how relevant and specific are the various approaches of coaching recommended for the various level of management?).

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#	Submission date	Publication date	Question subject	Question	Answer
12	13/06/2019 10:49	14/06/2019 16:57	e-Submission (One tender: Different lots, different members)	In e-Submission, the choice of Lots is accessible only after identifying the group members. We currently cannot go further than "Parties". However, it seems like the system only allows us to upload one tender at a time (i.e. Lot 1 OR Lot 2, but not both at the same time). In the case where an economic operator would be bidding for both Lots, but in different groups, will it be able to clearly show the particular composition of the group per lot? For example: Group 1: Leader A, member B and member C. Group 2: Leader A, member D, member E. In short, will we be able to link each member as shown above to its specific Lot in the system and does this mean we need to indicate ALL participating economic operators in the "Parties" section of e-Submission, regardless of the Lot they will be involved in?	14/06/2019 Indeed, in e-Submission the Economic Operator (EO) must complete the section of the identification of the tenderer and define the "Parties" (group for joint tender) before being able to select the lots. Unfortunately from the eSubmission point of view, it is impossible to apply – within 1 submission – to all the lots with a different group per lot. In this case, the EO needs to prepare a separate submission for each lot. Practically, if tenderers want to participate to the 2 lots with 2 different groups, they need to do indeed 2 separate submissions (one for each lot). So in total they will have 2 tender receipts as well (as they need to go through the entire submission process, including "Submit tender", for each lot). They can use of course the same EU login for each of the 2 submissions.

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#	Submission date	Publication date	Question subject	Question	Answer
13	13/06/2019 10:57	14/06/2019 16:58	e-Submission: Legal and Regulatory Capacity	The e-Submission platform suggests in the "Parties" step that we need to upload documents relating to our "Legal and Regulatory Capacity". The procurement documents do not refer to any such documents. What should be uploaded there?	14/06/2019 The tenderers need to upload only the documents which the Contracting authority requires to be submitted with the tender as set out in the procurement documents. The "Legal and Regulatory Capacity" is not part of the selection criteria of this call for tender. Therefore nothing should be uploaded to this section.
14	13/06/2019 16:38	14/06/2019 17:00	Video Capsule	The tender specifications (part III.3.2 - Lot 1), under criterion 5 of the evaluation of the quality, require that the tenderer submits a video capsule conceived as a part of the blended programme mentioned under criterion 3. Can the contracting authority elaborate more on the context of this video, e.g. would this video capsule be part of a series of videos, or would it be a standalone learning material? Also, are there specific requirements on its length?	14/06/2019 There are no other requirements about this capsule than those indicated in the specifications.

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#	Submission date	Publication date	Question subject	Question	Answer
15	13/06/2019 16:43	14/06/2019 17:02	Learning management system	Does the European School of Administration provide all the other contracting authorities with a Learning Management System? If yes, is the contractor expected to use it and integrate its learning programs on it, or would the contractor be able to offer its own learning management system?	14/06/2019 The contractor is not expected to provide a learning management system. For information purpose, please note that the contracting authorities use their own learning management system. In the current situation, the contents of this learning management system are directly managed and updated by the contracting authorities and the contractor does not have direct access to the data it contains. They provide the contractor with elements such as lists of participants, results of evaluations, etc.
16	13/06/2019 17:02	14/06/2019 17:03	Hand-over from current contractor	How would the successful tenderer of this framework contract be expected to take over activities from the current contractor? Will there be a hand-over period to get the new contractor familiarised with the existing learning programmes? Would the contracting authority organise it?	14/06/2019 All the existing documentation (participants manual, trainers' guides, etc.) would be provided to the contractor. Concerning the concrete modalities of the takeover of existing programmes (handover sessions, etc.), it would be organised by common agreement between the new contractor and the contracting authority.

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#	Submission date	Publication date	Question subject	Question	Answer
17	11/06/2019 10:41	17/06/2019 14:53	Consortium including a UK company	Should one of the Consortium members (not the leader) be a UK economic operator: Would the Consortium be disqualified if the Brexit process leads to a no-deal after the contract is awarded and formally signed?	17/06/2019 As stipulated in the tender specifications, part II.4 "Any change in the composition of the group after the contract has been signed, may result in the contract being terminated". Please also refer to the contract notice which mentions that "The procurement is not covered by the Government Procurement Agreement (GPA)".
18	11/06/2019 10:42	17/06/2019 14:54	Consortium including a UK company	Should one of the Consortium members (not the leader) be a UK economic operator: Would the Consortium be disqualified if it is awarded the contract, but a no-deal Brexit takes place before the contract is formally signed?	17/06/2019 The invitation to tender in its paragraph 6 indicates that "If the legal provisions in force do not provide for such access, candidates and tenderers from the UK may be excluded from the procurement procedure". To that regard, please note that as stipulated in the tender specifications, part II.4 "Any change in the composition of the group during the procurement procedure may lead to rejection of the tender".

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#	Submission date	Publication date	Question subject	Question	Answer
19	11/06/2019 10:44	17/06/2019 14:57	Consortium including a UK company	Should one of the Consortium members (not the leader) be a UK economic operator: Would the Consortium be disqualified in the case where it could continue providing the services without its UK member following a no-deal Brexit, or would the contract be given to the second in cascade?	17/06/2019 In such case the contracting authority reserve the right to analyse the consequences of terminating the contract following an assessment whether the change is substantial or not. If that this the case the administration will terminate the contract and, as a matter of consequence, will call the second contractor in the cascade.
20	18/06/2019 09:06	21/06/2019 17:00	Lot 1 : "pedagogical" manager	Referring to the selection criteria, there seems to be an incoherence in the tender specifications (lot 1) between pages 12 and 24 requesting the profile of a "pedagogical" manager and page 33 requesting the CV of a "coaching" manager. Could you clarify what is requested precisely?	21/06/2019 There is indeed an error on page 33. "The CV of the designated coaching manager" should be replaced by "The CV of the designated pedagogical manager", in coherence with pages 12 and 24 of the tender specifications (lot 1).
21	18/06/2019 09:08	21/06/2019 17:02	Lot 1 : Quality evaluation - criterion 5	Referring to the tender specifications (lot 1 , page 30, criterion 5), how long shall the video capsule be and what is its objective?	21/06/2019 Please refer to what is mentioned in criterion 5. There are no other requirements for the video than those already mentioned in this criterion.

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#	Submission date	Publication date	Question subject	Question	Answer
22	18/06/2019 15:31	21/06/2019 17:03	Lot 2: Annex 1 to the Tender specifications	On page 2 in the annex I to the tender specifications Lot 2 (Examples of coaching packages), you indicate that for a standard team coaching package with up to 12 hours of individual coaching, these hours of individual coaching can be invoiced as 2 hours of individual coaching. Why is this only 2 hours and not 12 hours? Is it a clerical error?	21/06/2019 It is indeed a clerical error (should be read 12 hours). The general principle for all those packages (that are only given as examples) is that the coaching hours that have been actually delivered can be invoiced.
23	18/06/2019 15:32	21/06/2019 17:04	General question on tender - annexes	Is it possible to add annexes to the various quality criteria with sample documents, which illustrate certain aspects of our answer to the criteria?	21/06/2019 The documents that are requested for the evaluation of the quality of your tender are described in the tender specifications. You should include all the elements that you consider useful for this evaluation in the requested documents.
24	18/06/2019 16:43	21/06/2019 17:06	Lot 1 : Quality evaluation - criterion 5	Page 33 of the tender specifications (lot 1) refers to a "DOCUMENT related to the criterion 5: Quality of a Video Training Capsule". Could you specify what you mean by the term "document"? Could you be referring to the video capsule?	21/06/2019 The "document" to be delivered for the evaluation of criterion 5 is indeed a video capsule.

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#	Submission date	Publication date	Question subject	Question	Answer
25	20/06/2019 12:19	21/06/2019 17:07	Remote learning session	Can the contracting authority please elaborate on the expected features of the remote learning session, as indicated in the tender specifications (Lot 1, criterion 3) ? Is it expected to be a live streaming / synchronous / asynchronous session?	21/06/2019 There are no other requirements concerning this remote session than those mentioned in the tender specifications. It is the responsibility of the tenderers to make the appropriate choices, taking into account the way the criterion will be evaluated.
26	25/06/2019 11:39	26/06/2019 17:36	Other Documents (e-Submission)	The e-Submission platform has an upload space titled "Other Documents" under the "parties" section. Could this space be used for documents that tenderers consider useful for their tenders, but that are not explicitly requested in the tender documents? For instance, would it be possible to upload a short introduction to our group in that space?	26/06/2019 In order to evaluate all the tenders on the same basis and to ensure equality between the tenderers, the tenders will be evaluated exclusively on the basis of the documents requested in the tender specifications.

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#	Submission date	Publication date	Question subject	Question	Answer
27	25/06/2019 13:39	26/06/2019 17:37	Administrative documents	Could you please confirm that a legal entity form, a financial identification form and proof of company registration are not needed at this stage? The administrative specifications seem to not mention these as required.	26/06/2019 The legal entity form, a financial identification form and the proof of company registration do not have to be submitted with the tender. As indicated in part III of the tender specifications, "In the course of the procedure the EU Validation Services may contact tenderers via the Participant Register and ask for supporting documents with respect to the legal existence and status and economic and financial capacity. Please note that a request for supporting documents in no way implies that the tenderer has been successful".

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#	Submission date	Publication date	Question subject	Question	Answer
28	25/06/2019 14:27	26/06/2019 17:39	Financial tender form - Lot 1	The financial tender form for lot 1 (annex 4 of the tender specifications) requires that we indicate for the training delivery the "Price for a course". Can the contracting authority please confirm that this is the price for the delivery of one day of training?	26/06/2019 As mentioned in the financial tender form two prices are requested, one is the "cost per day per trainer" and the other one is a "cost per half-day per trainer". For example, if the contractor delivers one course of 1.5 day with 2 trainers in the classroom, he may claim the payment of 2 times the "cost per day per trainer" and 2 times the "cost per half-day per trainer" (because 2 trainers will be present for one day and a half). This price should include all costs mentioned in the tender specifications and in the financial tender form.

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#	Submission date	Publication date	Question subject	Question	Answer
29	25/06/2019 15:53	26/06/2019 17:41	Selection criteria - technical and professional capacity	In relation to the selection criteria on technical and professional capacity (part III.2.2 of the tender specifications), could you please confirm whether the tenderer can rely on the capacity of other entities within the same global organization by producing a Statement of undertaking confirming to place those resources at its disposal and that no subcontracting is needed between entities of the same network or group?	26/06/2019 With regard to technical and professional selection criteria, a tenderer may rely on the capacities of other entities (e.g. other member firms within the same global organization) where the latter will perform the services for which those capacities are required. In that case, the tenderer must prove in its tender that it will have their resources at its disposal. This obligation may be fulfilled by presenting statements from those entities or grouping agreements. Provided such evidence is made available, there is no need of subcontracting technical and/or professional capacities
30	26/06/2019 17:49	26/06/2019 17:50	Contract notice	In the invitation to tender, part 1-Submission of Tenders, you have mentioned that the hand-signed originals of the declaration(s) on honour and/or the tender report must be sent by letter at the postal address of the European Commission indicated in point I.I of the contract notice. Could you please tell us where we can find this document (contract notice).	26/06/2019 A link to the contract notice is available on this e-Tendering platform under the tab "Data", at the end of the page, under the section "Notices".

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#	Submission date	Publication date	Question subject	Question	Answer
31	26/06/2019 11:01	26/06/2019 17:52	Lot 2 - Quality assurance and monitoring	In the tender specifications (lot 2 part I.3.3) you are saying "the contractor will set up an evaluation system to monitor and ensure the quality of the services supplied" and "the contracting authorities have sole responsibility for the management of the systems for evaluation". Do you require the contractor to provide a system (technical solution) for the evaluation? Or do you require the contractor to provide the approach, e.g. the questionnaire, but the system shall be provided by the contracting authorities? Do you consider that the contractor shall have access to the results or only the contracting authorities?	26/06/2019 As mentioned in the tender specifications, the contractor is expected to set up its own system. This also includes the technical set up of this system. However the contracting authorities will keep sole responsibility concerning the way this system is managed, e.g. the questions that are asked, the people who have access to the information, etc. Concretely all the decisions related to this kind of issue will be discussed between the contractor and the contracting authorities. As a matter of principle, the data collected should be managed in accordance with all relevant regulations (especially the GDPR as mentioned in the draft framework contract) and be accessible to the person(s) in charge for quality monitoring both on the side of the contractor and the lead contracting authority.
32	26/06/2019 16:54	26/06/2019 17:53	Submission of original documents	Can you please confirm whether this is the correct address to send the original documents to: European Commission, Directorate-General for Human Resources and Security, HR.DDG.R.1 —Finance, Public Procurement and Internal Control Office SC11 06/049 Brussels 1049 Belgium	26/06/2019 It is indeed the correct address as indicated in point I.1 of the contract notice (see also Q&A n°30)

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#	Submission date	Publication date	Question subject	Question	Answer
33	28/06/2019 08:35	01/07/2019 11:33	Pricing of different learning interventions - Lot 1	<p>In the tender specifications of lot 1, under criterion 3 (section III.3.2), we are asked to provide a proposal for a blended learning programme. We understand that the learning methodology in this case could include not only face to face training sessions, but also other types of learning activities, like digital learning and additional non-classroom elements at the discretion of the tenderer. However, looking at the financial tender form (annex 4), we only have the possibility to quote a price for training days and for video production.</p> <p>Can the contracting authority please clarify how will the pricing of learning activities different than classroom and digital learning will be calculated?</p>	<p>01/07/2019</p> <p>The pricing of all activities will be fixed in accordance with the rules set in the tender specifications. We especially draw the attention of the tenderers on points I.6 and II.7.1. Please note also that the price foreseen for training preparation in the financial tender form is also applicable to the development of any kind of online documentation or support (with the exception of video capsules, for which a specific price is foreseen).</p>

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#	Submission date	Publication date	Question subject	Question	Answer
34	28/06/2019 11:36	01/07/2019 11:34	All lots: Font size for Graphs	We would like to include a few graphs in our tender. However, these are often in JPG format, and thus we cannot guarantee that the font is Arial 12, as requested in the Tender specifications.	01/07/2019 Text in graphs can be in another font than Arial 12. However, in this case, it is the responsibility of the tenderer to ensure full legibility of this text without any form of zoom or magnification. If the text is not completely and easily readable, it may not be taken into account for the evaluation of the tender. In order to ensure equality between the tenderers, it is also important that graphs are not used to insert more text in the document that what would normally be possible with font Arial 12.
35	28/06/2019 16:02	01/07/2019 11:59	TENDERER'S EXPERIENCE IN THE FIELD OF THE CONTRACT	In the tender specifications of lot 1, section III.2.2. A. of the Selection Criteria, there are 3 sub-criteria that have to be fulfilled. Beneath them is a paragraph explaining how tenderer must complete Annex 5 to this end. This paragraph mentions that the training services took place in an "international and culturally diverse context". Does this refer to all of the 3 sub-criteria or only to the second sub-criterion which also explicitly mentions this wording?	01/07/2019 The tenderer must demonstrate their experience in the field of the contract by having delivered at least 50 days of training for managers for each of the past three years. Among those 50 days only 15 should have been delivered "in an international and culturally diverse context".

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#	Submission date	Publication date	Question subject	Question	Answer
36	01/07/2019 12:00	01/07/2019 12:02	Training days for managers	Regarding part III.2.2.A of the tender specifications of Lot 1 - Technical and professional capacity, "...by having delivered an average of at least 50 days of training for managers for each of the past three years....". Is this to be understood as "an average of 50 days per year" or as "a minimum of 50 days per year"?	01/07/2019 This part of tender specifications is to be understood as having provided at least 50 days of training for managers for each of the past three years.
37	01/07/2019 12:19	01/07/2019 15:07	Follow-up Q&A no. 35 - TENDERER'S EXPERIENCE IN THE FIELD OF THE CONTRACT	Regarding the Q&A n°5, should the Annex 5 of the tender specifications include references for all 50 days/year of training or only those services having taken place in an "international and culturally diverse context"? If all references should be included, should we still complete column 3 (Elements giving a justification that the context was international and culturally diverse) for all the references?	01/07/2019 The requirement is to prove that 15 days among a total of 50 have been delivered in an "international and culturally diverse context". Tenderer should provide all the information needed to demonstrate this. It is the tenderers' responsibility to choose if they fill in the column 3 for only 15 days (with the risk that some of them will be evaluated as not matching the minimal requirements) or to provide the information requested in column 3 for supplementary days.