

TERMS OF REFERENCE (“ToR”)

COACHING FOR EMPLOYEES WITH MANAGERIAL RESPONSIBILITIES

Awarding Authority	The European Investment Bank, hereinafter also referred to as the “EIB” or the “Bank”
Purpose	The EIB aims to select between 4 and 6 Service Providers to ensure individual and team coaching for staff with managerial responsibilities at the EIB, as well as between 3 and 4 Service Providers to provide masterclasses to the above-mentioned staff to help them acquire coaching skills.
Duration of the framework agreements	Maximum 4 years (3+1)
Lots	2 Lots Lot 1 - Individual and team coaching Lot 2 - Masterclasses and workshops to help employees with managerial responsibilities acquire coaching skills
Type of contract per lot	Multiple framework agreements in parallel with a minimum number of 4 and a maximum number of 6 Service Providers for Lot 1 and with a minimum number of 3 and a maximum number of 4 Service Providers for Lot 2
Maximum amount of the framework agreement	Total amount of the Call for Tenders: EUR 499,999 Maximum amount of the framework agreement Lot 1: EUR 350,000 Maximum amount of the framework agreement Lot 2: EUR 149,999
Main places of delivery	EIB premises in Luxembourg
Variants	Not permitted
Procedure	Call for Tenders with publication in the Official Journal of the European Union (OJEU) with Open Procedure
Consortia	Permitted

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GLOSSARY

Action Learning Set: a workshop following each masterclass which is based on the learnings acquired and focused essentially on practice.

Call for Tenders: tendering procurement procedure published on the Official Journal of the European Union to award a Framework Agreement for the subject matter described in these Terms of Reference.

Contact Person: dedicated staff member from the EIB and the Service Provider's side, and their respective back-up person, who will be responsible for the supervision and the performance of the Contract and overall delivery of the services.

C1 level on the scale of the Common European Framework of Reference for Languages:
<https://www.eui.eu/Documents/ServicesAdmin/LanguageCentre/CEF.pdf>

EIB: European Investment Bank

Framework Agreement: a framework agreement to be signed between the EIB and the successful Tenderer whose offer has been selected through this tendering procedure and in accordance with these Terms of Reference.

EIB headquarters: any of the EIB buildings located in Luxembourg.

Individual Assignment (Assignment): a punctual assignment to meet defined objectives of the EIB in relation to a specific service.

Participants: Employees with managerial responsibilities at the EIB.

Service Provider: the Tenderer whose tender has been selected by the EIB following the Call for Tenders.

Tender: an offer submitted by a Service Provider following this Call for Tenders.

Tenderer: any natural or legal person or group of such persons and/or bodies participating in this Call for Tenders.

1. General background information on the European Investment Bank (hereafter the “EIB” or the “Bank”)

The EIB is the financing institution of the European Union. Created by the Treaty of Rome, its shareholders are the Member States of the European Union, and its Board of Governors is composed of the Finance Ministers of these States. The EIB enjoys its own legal personality and financial autonomy within the EU system.

The mission of the EIB is to contribute, by financing sound investment, to the policy objectives of the European Union, as laid down in its statutes and in decisions of the European Council. The Bank contributes towards the integration, balanced development and economic and social cohesion of the Members of the European Union. To this end, it raises on the markets substantial volumes of funds that it directs on the most favourable terms towards financing capital projects according with the objectives of the Union. Outside the Union the EIB implements the financial components of agreements concluded under European development aid and cooperation policies.

The EIB attracts qualified and multilingual staff from all the 28 Member States of the European Union. Staff headcount is around 3,154. Most are located in Luxembourg but some are based in external offices within and outside of the European Union. The EIB's official working languages are English and French. More background information about the EIB is to be found on the website www.eib.org.

2. Description of the Lots

2.1. Lot 1 - Individual and team coaching

2.1.1. Context

In order to increase its capacity in the areas of management development and change management, the EIB is seeking the services of qualified providers in the areas of individual and team coaching. For this purpose, the EIB Personnel Directorate has created a corporate coaching programme, which aims at fostering the understanding and the use of coaching by EIB's employees with managerial responsibilities based on the provision of external coaching services and on follow-up to support the quality and the impact of the coaching.

The EIB aims at creating a pool of coaches to ensure that a range of suitable coaching approaches and methodologies are available to meet the individual needs for coaching of the EIB' employees with managerial responsibilities.

- At a first stage, between 4 and 6 Service Providers will be selected for Lot 1. The EIB will sign with each of them a Framework Agreement.
- At a second stage, the EIB will conduct a further competition from amongst those Service Providers identified under the Framework Agreement as being able to provide the required services.

2.1.2. Services required

The services will consist of the delivery of individual and team coaching sessions and interventions to support the coaching of employees with managerial responsibilities.

Between 30 and 60 requests for individual coaching are expected to be received from staff with managerial responsibilities every year with sessions lasting 1 or 1h30.

The average number of individual coaching sessions per coachee is estimated to be between 10 and 15 hours that can be extended to a maximum of 16 hours per participant.

Between 2 and 10 requests for team coaching are expected to be received from staff with managerial responsibilities every year. The specific details of the services required shall be provided in the requests for services under a specific Assignment.

The award of a Framework Agreement does not confer on the Service Provider any right to provide services to the EIB and there is no obligation on the EIB to request services from the Service Provider.

2.1.3. Organisational arrangements

2.1.3.1. Place of delivery

The Service Providers will normally deliver coaching services at the EIB's headquarters in Luxembourg or in a location in the vicinity selected by the EIB.

The entirety of the coaching services should be delivered in person.

2.1.3.2. Performance of the Assignments

Within the Framework Agreement, individual and team coaching Assignments are delivered on the basis of a request for services, which the EIB sends to all Service Providers. The choice of a coach for a coaching Assignment will take into consideration the prospective coachee's specific needs, including elements such as the objectives of the coaching Assignment, the coaching approach and methods, languages spoken and the availability of the coachee and the coach. All requests for services will be made at least 21 calendar days before the desired date for start of the coaching.

2.1.3.3. Coordination within the EIB

All Assignments will be carried out by the Service Provider acting jointly with and under the supervision of experienced staff of the Personnel Directorate of the Bank (the "EIB Contact Person"). The EIB Contact Person will act as main counterpart to the Service Provider and to its coach(es); he/she will support the set up and will oversee the provision of the coaching services.

The EIB Contact Person will run evaluation meetings and produce evaluation forms. The results will be shared with the coaches.

2.2. Lot 2 - Masterclasses and workshops to help employees with managerial responsibilities acquire coaching skills

2.2.1. Context

The EIB is currently implementing a revised competency framework. As part of the new managerial competencies requested from EIB's employees with managerial responsibilities, "Developing Others" will require from employees with managerial responsibilities to support the development of capabilities and potential of the employees who report to them directly, as well as maximizing their team's performance.

In this context, coaching skills will help employees with managerial responsibilities transitioning from the traditional role of controlling and monitoring employees to a more participative management style, helping individuals to learn. Through giving feedback and thus raising self-awareness, employees with managerial responsibilities will help employees to:

- understand their true strengths and development needs,
- take ownership of their development,

- contribute to empower them and therefore impact positively their motivation.

Acquiring coaching skills will also strengthen “Team Leadership”, which is another new managerial competency requested at the EIB.

2.2.2. Services required

The Services required will consist in the delivery of 1-day coaching masterclasses to EIB employees with managerial responsibilities, so that they can acquire the main coaching skills and have the opportunity to practice them in a safe environment.

Between 6 and 12 masterclasses are expected to be delivered per year to groups of 8 to 12 participants. The duration of each masterclass is 8 hours.

Each masterclass will be followed up by a workshop (Action Learning Set), with small groups of 4 to 8 participants, based on the learnings acquired previously and focused essentially on practice.

A maximum of 2 Action Learning Set workshops would take place within the timeline of 6 to 12 weeks after the masterclass; each Action Learning Set would have a duration of 4 hours.

These sessions shall usually take place at the EIB’s Headquarters in Luxembourg or in a location in the vicinity selected by the EIB.

3. Working terms

3.1. Framework Agreement for the Provision of Services

The Service Providers to whom a Framework Agreement will have been awarded may subsequently be awarded individual Assignments.

The Framework Agreements shall be concluded for a period of 3 years with effect from the date on which it enters into force. It may be tacitly renewed for 1 period of 1 year, up to a maximum of 4 years in total.

Nothing herein is intended nor shall be construed as creating any exclusive arrangement with any Service Provider. The Framework Agreements shall not restrict the EIB from acquiring similar, equal or like services from other entities or sources.

3.2. Procedure for requesting individual Assignments: parallel mechanism

The parallel mechanism to award individual Assignments among the Service Providers of the multiple Framework Agreements is explained in Article 4 of *Annex 8 – Framework Agreement for Lot 1* and *Annex 9 – Framework Agreement for Lot 2*.

4. Remuneration, payment schedule and maximum amount of the Framework Agreements

4.1. Remuneration

For performing services related to Lot 1 and Lot 2, the Service Provider shall be remunerated on the basis of the following fixed rates exclusive of VAT and inclusive of the expenses as described below.

Lot 1

- (i) A fixed hourly rate for individual and team coaching sessions to be held “on site” at the EIB headquarters in Luxembourg or in a location in the vicinity selected by the EIB;

Lot 2

- (i) Daily rate for the design and/or development for masterclass and Action Learning Set;
- (ii) Daily rate for the provision of a 8-hour masterclass to a group of 8 to 12 participants;
- (iii) Half-day rate for the provision of a 4-hour Action Learning Set to a group of 4 to 8 participants.

The rates for both Lots shall be expressed in EUR and shall be exclusive of VAT. They shall include professional fees, fees related to the cost of the framework management, of the quality control, of the support staff and other ancillary expenses, and of travel expenses (transport and accommodation).

The rates shall be firm, non-revisable and non-subject to indexation.

For (ii) and (iii) under Lot 2, the rates shall include any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents. The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

Postponement or cancellation:

The conditions for the postponement and cancellation of one or more coaching sessions or masterclasses/workshops are described in Article 6A of *Annex 8 – Framework Agreement for Lot 1* and *Annex 9 – Framework Agreement for Lot 2*.

4.2. Payment schedule

The Service Provider shall issue an invoice on a quarterly basis. Such invoice shall cover the services provided the preceding calendar period and shall be accompanied by the related signed timesheets.

4.3. Maximum amount of the Framework Agreements

The maximum value of the Framework Agreements over the 4-year maximum duration shall not exceed:

- Lot 1: EUR 350,000;
- Lot 2: EUR 149,999;

cumulating amounts spent with all Service providers.

5. Tenders assessment

Tenderers may tender for one or more Lots.

Tenders for different Lots must be submitted separately in different envelopes (i.e. one Tender per Lot must be submitted if a Tenderer applies for more than one Lot).

The selection of the Tenderer and the assessment of the Tenders will be based on the rules set out in these Terms of Reference.

The Tenders will be assessed by an evaluation committee working under conditions of confidentiality. The identity of the members of the evaluation committee will not be disclosed.

Tenders (delivered on paper as well as electronic version in searchable PDF format) must be structured according to the following outline and include the items below:

- Exclusion phase documentation (see details under Section 5.3);
- Selection phase documentation (see details under Section 5.4);
- Award phase documentation (see details under Section 5.5):
 - o Technical offer (see details under Section 5.5.1);
 - o Financial offer (see details under Section 5.5.2).

Documents and other files in the electronic version should have meaningful titles reflecting the above structure.

All costs associated with the production and submission of these Tenders must be borne by the Tenderer and will not be reimbursed by the EIB.

5.1. Self-employed coaches and coaching companies

5.2. Both self-employed and coaching companies can tender for any of the two Lots or both Lots. Joint offers (Consortia)

Consortia are permitted in the context of this Call for Tenders. However, economic operators shall not participate in more than 1 consortium submitting Tenders for the same Lot.

The consortium will appoint, and will be represented by one legal entity that will act as a single point of contact with the EIB in connection with the present procurement procedure as its sole spokesperson.

All members of the consortium assume joint and several liabilities towards the Bank for the performance of the Framework Agreement as a whole. Statements saying, for instance:

- that one of the Tenderers in the joint offer will be responsible for part of the Framework Agreement and another one for the rest, or
- that more than one Framework Agreement should be signed if the joint offer is successful,

are thus incompatible with the principle of joint and several liabilities. The Bank will disregard any such statement contained in a joint offer, and reserves the right to reject such offers without further evaluation on the grounds that they do not comply with the tendering specifications.

Should the composition of the consortium change at any point during the procurement process, the offer will be rejected. Furthermore, should the composition of the grouping proposed changed any time after the award and signature of the Framework Agreement, the EIB has the right to cancel the Framework Agreement.

Joint offers submitted by consortia will be assessed as follows:

- the exclusion criteria and the selection criteria for the legal capacity will be assessed in relation to each member of the consortium individually;
- the selection criteria for the economic and financial capacity will be assessed as follows : a consolidated assessment, i.e. all members of the consortium together, will be made;
- with regards to selection criteria relating to technical and professional capacity, the assessment will be made on the capacities of the group members who will be responsible for performing the services for which those capacities are required;
- the award criteria will be assessed in relation to the Tender.

If a Tenderer intends to submit a joint offer, s/he should be aware that, if awarded a Framework Agreement, the Bank may require from the Tenderer to give a formal status to the proposed association before the Framework Agreement is signed. This can take the form of:

- an entity with legal personality recognised by a Member State; or
- an entity without legal personality but offering sufficient protection of the Bank's contractual interests (depending on the Member State concerned, this may be, for example, a consortium or a temporary association); or
- the signature by all the Tenderers in the consortium of a "power of attorney", which provides for a form of cooperation.

5.3. Exclusion criteria

Tenderers shall provide the declaration in *Annex 1 of the General Administrative and Submission Clauses (Declaration of honour on exclusion criteria and selection criteria and on absence of conflict of interest)* duly signed and dated by an authorised representative stating that they are not in one of the situations of exclusion listed therein. In the case of a joint tender, each member of the group must also provide the declaration on honour signed by an authorised representative. The successful tenderers shall provide the documents mentioned as supporting evidence in *Annex 1 of the General Administrative and Submission Clauses* before signature of the Framework Agreement and within the deadline specified by the Bank.

5.4. Selection criteria

By signing the declaration referred to in 5.3 above, the tenderer (and each member of the group in the case of a joint Tender) confirm that they comply with the selection criteria and rules set out in this paragraph and as applicable to them.

Prior to contract signature, the EIB reserves the right to seek further clarification from the Tenderers or reference clients in relation to the completed forms in the context of Appendices 1 and 2.

The following selection criteria will be considered to conduct the selection of Tenderers for both Lots:

1) Tenderer's references of similar assignments

Tenderers must indicate in *Appendix 1 to the ToR – Technical Capacity Declaration* and demonstrate success in similar assignments, by providing, at least 5 references of individual and team coaching sessions for Lot 1 or coaching masterclasses/workshops for Lot 2 of a comparable nature, scale and complexity over the last 3 years for senior managers/executives within international public or private organizations, EU Institution or International Financial Institution (IFI).

2) Profile of the proposed coach(es)

Tenderers must indicate in *Appendix 2 to the ToR – Profile of the Proposed Coach(es)* the proposed team who will deliver the services under the Framework Agreement.

Tenderers must nominate a minimum of one and a maximum of three coaches.

*Minimum requirements **per coach**:*

- At least 5 years' experience in executive coaching in the areas covered by this Call for Tenders in the context of an international public or private organization, EU Institution or International Financial Institution (IFI); and
- The equivalent of at least 100 coaching hours per year in 2015 and 2016 and at least 150 coaching hours in 2017; and
- Proof that they have received continuous development (training) related to coaching of at least 16 hours per year during the last 3 years; and
- Professional competence in English and French, with a minimum level of C1 on the scale of the Common European Framework of Reference for Languages; and
- Proof that they are accredited with a recognised international professional coach association.

Tenderers must submit this information using *Appendix 2 to the ToR – Profile of the Proposed Coach(es)*, signed and dated.

Any profiles not submitted in this format will be deemed to be non-eligible and not taken into account for assessment of the technical capacity.

3) Economic and financial capacity

The Tenderer must have sufficient economic and financial capacity to enable it to perform the services in compliance with the contractual provisions and ensure their economic viability during the period of the Framework Agreement.

Minimum requirement:

- For Lot 1: Minimum annual turnover in relation to the provision of coaching services for each of the financial years 2015, 2016 and 2017 of EUR 66,000.
- For Lot 2: Minimum annual turnover in relation to the provision of coaching services for each of the financial years 2015, 2016 and 2017 of EUR 40,000.

Supporting evidence:

Appendix 3 to the Terms of Reference – Economic and financial capacity declaration duly filled in and signed.

4) Availability throughout the duration of the Framework Agreement.

Minimum requirement:

- Tenderers shall provide a self-made written undertaking that the proposed coach(es) shall remain available during the duration of the Framework Agreement as far as these coaches keep their professional relationship with the Service Provider and that when the employment link is broken they will be replaced by coach(es) having equivalent qualifications, experience and qualities upon prior agreement of the Bank.

Supporting evidence:

Tenderers must submit the self-made written undertaking, signed and dated, on a separate sheet together with the other annexes.

5.5. Award Criteria

Only Tenders having successfully passed the selection phase will be admitted for the award phase. Other Tenders will be excluded and will not be further evaluated.

The quality of Tenders will be evaluated on the basis of the written submission. The Tenders will firstly be evaluated on the basis of the technical criteria defined hereafter; to ensure a minimum level of quality, bids which do not obtain a minimum of 50 points in the technical evaluation will be excluded and will not be taken into further consideration for the financial evaluation.

5.5.1. Technical Evaluation (max. 70 points)

A maximum of 70 points will be awarded for the technical quality of the Tender.

Technical evaluation criteria Tenders will be evaluated in relation to:	Weighting
- The quality of the principles and methodologies used for the services required and for ensuring quality and consistency in the delivery of these;	20 points
- An interview in person with the members of the evaluation panel ¹ . The evaluation of the interview will be based on: A. the presentation of the coach, including the oral communication skills (20 points); B. the ability of the Tenderers to coach: for Lot 1 a brief case study will be set out and the Tenderer will have to explain the methodology he/she would use and will carry out a coaching exercise and for Lot 2 a presentation providing a brief overview of how the Tenderers facilitated their previous courses (35 points).	50 points
Total	70 points

¹ All Tenderers who have passed the exclusion and selection criteria will be invited to an interview assessment in person with the members of the evaluation panel. It is envisaged that the interview will take place at EIB's premises in Luxembourg in April; invitations will issue one week prior. The interview will last between 30 and 45 minutes with the aim to assess points A and B. The selected Tenderers shall not claim any payment of fee or reimbursement of expenses associated with the preparation or travel necessary to do these interviews.

5.5.2. Financial evaluation (max. 30 points)

Tenderers are required to complete *Annex 5 – Financial Offer for Lot 1* and/or *Annex 6 – Financial Offer for Lot 2* setting out the rates for the delivery of services under the Framework Agreement.

The financial evaluation will be based on the following calculation formulas.

For Lot 1

CRITERION	WEIGHTING	FORMULA
A. Fixed hourly rate for individual and team coaching sessions to be held “on site” at the EIB headquarters in Luxembourg or in a location in the vicinity selected by the EIB;	30 points	Score A = 30 X (Lowest hourly rate amongst the offers received / hourly rate of the Tender into consideration)
Total	30 points	A

For Lot 2

CRITERION	Weighting	Price (EUR)
A. Daily rate for the design and/or development for masterclass and Action Learning Set	5 points	Score A = 5 X (Lowest daily rate amongst the offers received / daily rate of the Tender into consideration)
B. Daily rate for the provision of a 8-hour masterclass to a group of 8 to 12 participants	13 points	Score B = 13 X (Lowest daily rate amongst the offers received / daily rate of the Tender into consideration)
C. Half-day rate for the provision of a 4-hour Action Learning Set to a group of 4 to 8 participants	12 points	Score C = 12 X (Lowest half-day rate amongst the offers received / half-day rate of the Tender into consideration)
TOTAL	30 points	

Total score of each Tenderer for Lot 1 = Technical evaluation + Financial score for Lot 1 (Score A)

Total score of each Tenderer for Lot 2 = Technical evaluation + Financial score for Lot 2 (Score A + Score B + Score C)

6. Content of Tenders

Tenders should include the following information / documentation:

- For both Lots:
- All Annexes requested in the General Administrative and Submission Clauses.
- The declaration in *Annex 1 Declaration on honour on exclusion criteria and selection criteria and on absence of conflict of interest*, duly signed and dated by an authorized representative (sole Tenderer or lead contractor), stating that they are not in one of the exclusion situations listed.
- 5 references (see Sections 5.4 1) and 2) above) of individual coaching sessions or coaching masterclasses/workshops on similar assignments conducted successfully in the last 3 years with senior managers/executives within international public or private organizations, EU Institution and/or International Financial Institution (IFI) presented in the form of Appendix 1 to the ToR *Technical Capacity Declaration*.
- A financial offer using *Annex 5 – Financial Offer for Lot 1* and/or *Annex 6 – Financial Offer for Lot 2*.
- *Appendix 2 to the ToR – Profile of the Proposed Coach(es)*.
- *Appendix 3 to the ToR – Economic and financial capacity declaration*.
- For Lot 1: a proposal demonstrating how the Tenderer would organize individual coaching sessions for employees with managerial responsibilities and how the Tenderer would organise team coaching interventions. The proposal should describe selection procedure for the coach(es) involved, the methodologies applied and how the coaching would be developed, organised and coordinated.
- For Lot 2: a proposal demonstrating how the Tenderer would organize coaching masterclasses/workshops for employees with managerial responsibilities. The proposal should describe selection procedure for the coach(es) involved, the methodologies applied and how the masterclasses/workshops would be developed, organised and coordinated.