

## TERMS OF REFERENCE

### Leadership and Executive Masterclass Programmes

Summary Table

Awarding Authority	The European Investment Bank hereinafter also referred to as the “EIB” or the “Bank”
Lots	6 lots
Purpose	The supply of training services in the following fields: <ul style="list-style-type: none"> <li>- Lot 1 – Emerging Leadership Programme (ELP)</li> <li>- Lot 2 – Foundation of Leadership Programme (FLP)</li> <li>- Lot 3 – Leadership Development Programme (LDP)</li> <li>- Lot 4 – Advanced Leadership Development Programme (ALDP)</li> <li>- Lot 5 – Senior Executive Leadership Programme (SELP)</li> <li>- Lot 6 – Executive Masterclass Programme (EMP)</li> </ul>
Type of contract per lot	Framework agreements with one single service provider for lots 1 - 4  Multiple framework agreement in parallel with a minimum number of 3 and a maximum number of 5 service providers for lots 5 and 6
Duration of the framework agreements	Maximum 4 years (3+1)
Maximum volume in EUR	The estimated contract value for the whole duration of the framework agreements (4 years, 3+1) per lot is the following: <ul style="list-style-type: none"> <li>- Lot 1: 650,000 €</li> <li>- Lot 2: 750,000 €</li> <li>- Lot 3: 1,250,000 €</li> <li>- Lot 4: 1,250,000 €</li> <li>- Lot 5: 450,000 €</li> <li>- Lot 6: 750,000 €</li> </ul> The estimated overall value of this call for tenders is 5,100,000 €
Main places of delivery	EIB premises in Luxembourg for lots 1, 2, 3, and 6 and the service provider's premises for lots 4 and 5.
Variants	Not permitted
Procedure	Open call for tenders with publication in the OJEU
Consortia & Subcontracting	Permitted

## 1. Background on the EIB

The European Investment Bank (“**EIB**” or the “**Bank**”) is the financing institution of the European Union (EU). Created by the Treaty of Rome, its shareholders are the Member States of the EU, 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 Community system.

The mission of the EIB is to contribute, by financing sound investment, to the policy objectives of the EU, as laid down in its statutes and in decisions of the European Council.

The EIB contributes towards the integration, balanced development and economic and social cohesion of the Members of the EU. To this end, it raises substantial volumes of funds on the markets at the most favourable terms and directs them towards financing capital projects according to the objectives of the EU. Outside the EU the EIB implements the financial components of agreements concluded under European development aid and cooperation policies.

More background information about the EIB may be found on the website [www.eib.org](http://www.eib.org).

## 2. Project background

Since 1999, the EIB has been running its own in-house leadership development activities. The initial programme (1999-2001) exposed all managers to current management thinking in the areas of strategy, leadership and change management. It was mainly conceived as awareness building and linking current thinking to EIB context. The subsequent programme (2002-2012), called the Management Skills Development Programme was specially designed to support participants in strengthening their people management skills in their specific work context within the EIB.

From 2013 till today, the Management Leadership Development Programmes (MLDP) offer 5 programmes for different levels of management. The programmes display a wide range of training modules and learning solutions on both collective and individual basis. Additionally, the EIB has developed internally specific programmes for managers (Manager’s Toolkit) to familiarise them with their new duties and EIB management tools in order to perform effectively in their manager’s role.

As a consequence of the Investment Plan for Europe (Juncker plan, EFSI), the EIB has recruited ca. 800 people between 2015 up to the end of 2016, bringing the total number of employees to close to 3.000. In order to absorb the additional volume of new joiners (including managers), ensure smooth integration, provide large volume and high quality work, the Personnel Directorate within the EIB is launching a call for tenders with the aim of selecting 1 service provider to provide the services specified in lots 1, 2, 3 and 4 and a minimum of 3 and a maximum of 5 service providers to provide the services specified in lots 5 and 6 as part of its leadership development programmes for current and future managers consisting of collective formal training sessions, tailored events and individual support.

EIB’s highly skilled and multi-lingual population of managers, drawn from all Member Countries of the EU, currently consists of about 350 persons. Senior professional staff who may become managers in the short and medium term form part of the target population to whom the service specified in lot 1 Emerging Leadership Programme shall be available.

### 3. Programme description

#### 3.1. The call for tenders

The EIB is launching a call for tenders with the aim of selecting suppliers to provide leadership development programmes consisting of collective formal training sessions, tailored events and individual support.

The Bank is seeking providers with broad and sustainable experience in the development and delivery of customized leadership development programmes and workshops in an international environment (private companies and public organisations).

The call for tenders is divided into 6 lots with the aim of offering various leadership programmes to EIB managers through the following:

- Design and development according to EIB needs of leadership programmes
- Delivery of leadership programmes

The services to be provided shall be divided into 6 lots:

- Lot 1 – Emerging Leadership Programme (ELP)
- Lot 2 – Foundation of Leadership Programme (FLP)
- Lot 3 – Leadership Development Programme (LDP)
- Lot 4 – Advanced Leadership Development Programme (ALDP)
- Lot 5 – Senior Executive Leadership Programme (SELP)
- Lot 6 – Executive Masterclass Programme (EMP)

Economic operators can apply for 1 or more lots but not for part of the lots.

If a tenderer submits an offer for more than 1 lot, the offers have to be clearly separated for each lot and will be assessed on the basis of each lot.

For lots 1 – 4, only 1 service provider will be selected per lot.

For lots 5 and 6, a minimum number of 3 and a maximum number of 5 service providers will be selected per lot and assignments will be awarded via parallel award mechanism.

Tenderers can associate with other economic operators (grouping) and/or subcontract.

The service providers will carry out the work under supervision of the Bank's Learning and Development Unit within the EIB Personnel Directorate

#### 3.2. Programme description

The services to be provided under lots 1 - 4 are hierarchically structured according to 4 incremental learning levels:

- Lot 1 – Emerging Leadership Programme (ELP)
- Lot 2 – Foundation of Leadership Programme (FLP)
- Lot 3 – Leadership Development Programme (LDP)
- Lot 4 – Advanced Leadership Development Programme (ALDP)

The services to be provided under lot 5 shall be proposed to complement ALDP under lot 4.

The services to be provided under lot 6 shall be proposed to complement the ELP, FLP, LDP and ALDP under lots 2, 3 and 4 respectively.

### **3.2.1.Lot 1: Emerging Leadership Programme (ELP)**

Services provided under this lot cover training aimed to **develop competencies on awareness, communication and teamwork**:

- Self-awareness
- Emotional and Social Intelligence
- Communicating with assertiveness
- Zone of influence
- Built a professional network
- Constructive Feedback (give and receive)
- Integrating cross-cultural diversity in team dynamics
- Keys for efficient Change Management
- Understand and adequately assess motivational drivers in one-self and in others
- To be or not to be a Manager

The learning tools and methodology to be used are:

- Self-assessment (questionnaire)
- Pre- and post-work
- Blended learning
- Highly interactive
- Experiential learning
- Group activities
- Individual feedback
- Peer coaching
- Follow-up action plan
- Assessment of impact

The audience is senior professionals with potential to accede a managerial role in the short and medium term (between 1 and 3 years). Senior professionals with potential to accede to a managerial role do have a University degree and usually have more than 10 years of experience in their specific field of expertise. They have held several positions for which the requirements and tasks were diverse enough, allowing them to acquire the different sets of skills and knowledge necessary to manage a team and its operational and staffing challenges.

The required duration per programme training session is 3 days. It can be provided either in consecutive or non-consecutive days over a period of 3 months.

The EIB expects to run between 2 and 4 programme training sessions per year.

### **3.2.2.Lot 2: Foundations of Leadership Programme (FLP)**

Services provided under this lot cover training aimed to **develop competencies on managing other people and passing from a specialist role to a team leader role:**

#### Team leadership (major theme)

- People management
- Deliver quality feedback
- Manage conflicts
- Hold people accountable
- Influence and impact on others
- Coaching
- Communication
- Relationship building
- Collaboration
- Interpersonal understanding

#### Awareness (major theme)

- Self-management (my strengths, weaknesses, leadership style and biases)
- Getting to know my new role (decision making, mistakes, role model and interface)
- Getting feedback (reactions and values)
- Challenging assumptions

#### Achievement drive

- Address challenges together
- Effective decision making
- Getting support and ask for support
- Managerial courage

#### Developing others

- Delegation and empowerment (give space for initiatives)
- Manage Performance
- Learning focus

The learning tools and methodology to be used are:

- 180° assessment
- Pre- and post-work
- Blended learning
- Highly interactive
- Experiential learning
- Group activities
- Challenging conversations
- Work out of the comfort zone
- Individual feedback
- Peer coaching
- Personal action plan
- Assessment of impact

The audience is recently appointed or recruited Heads of Unit, which is the first managerial level according to EIB's staff hierarchy.

The required duration per programme training session is 4 days, twice 2 consecutive days (2x2 days) over a period of 3 months.

The EIB expects to run between 2 and 4 programme training sessions per year.

In addition, an optional alumni day (follow-up session) may be organised once a year upon request from EIB for all the previous participants of this programme.

Alumni days shall be requested according to Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4*).

Alumni days shall take place at the Bank's Training Centre in Luxembourg (4, Rue du Fort Niedergrunewald, Quartier Européen Nord, L-2015 Luxembourg) or in another location in the vicinity selected by the Bank.

The place of delivery will be specified in the request for services described in Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4*).

### **3.2.3.Lot 3: Leadership Development Programme (LDP)**

Services provided under this lot cover training **helping managers to become leaders**. The competencies to be developed are:

#### Strategic thinking (operational) (major theme)

- Cultural awareness
- Mental agility
- Critical thinking (questioning)
- Upward management
- Navigate the maze of internal politics

#### Team leadership, influencing, manage managers (major theme)

- Set direction and plan
- Talent management
- Motivate, enable and develop others
- Change management
- Impact and Influence (get buy-in)
- Manage ambiguity

#### Collaboration

- Build and maintain strong internal and external networks
- Manage across boundaries
- Positive negotiation
- Address challenges together

#### Awareness

- Management maturity: ego maturity, self-awareness (knows leadership strengths and areas for development)
- Leading through others, know how to let go of certain work
- Self-management
- Challenging assumptions

The learning tools and methodology to be used are:

- 360° assessment
- Pre- and post-work
- Blended learning
- Highly interactive
- Experiential learning
- Group activities
- Business cases and simulations
- Insights from world best organisations
- Learn from mistakes
- Difficult conversations
- Work out of the comfort zone
- Individual feedback
- Peer coaching
- Personal and professional action plans
- Assessment of impact

The audience is recently appointed or recruited Heads of Division, which is the second managerial level according to EIB's staff hierarchy (mid-level management).

The required duration per training session is 6 days, twice 3 consecutive days (2x3 days) over a period of 3 months.

The training shall be followed by an individual coaching of minimum 3 and maximum 5 hours at EIB's premises in Luxembourg. Travel and accommodation expenses for coaches shall be included in the delivery daily rate of 8 coaching sessions of 1 hour (8 hours) (see section 8.1.5 below).

The EIB expects to run between 2 and 4 training sessions per year.

### **3.2.4.Lot 4: Advanced Leadership Development Programme (ALDP)**

Services provided under this lot cover training aimed to **develop competencies on leading systems and complexity, strategy and vision, and leadership transition:**

#### Change orientation (major theme)

- Change leadership (leading successful change)
- Organisational culture
- Manage complexity (VUCA = Volatility, Uncertainty, Complexity, Ambiguity)
- Decision making (conscious choices integrating the options and consequences)
- Alternative thinking

#### Strategic thinking (major theme)

- Create a clear, shared and compelling vision
- Set strategic vision
- Mental agility
- Manage power and politics
- Systemic thinking
- Manage high level internal and external stakeholders

#### Team leadership, inspiring

- Passion and create passion
- Foster openness and new ideas
- Achieve outstanding performance at organisational level
- Culture of high performance (people and organisation)
- Manage errors and crisis

#### Awareness

- My role and style in a VUCA world
- Be a reflective leader
- Know my stakeholders
- Develop resilience in face of adversity

The learning tools and methodology to be used are:

- 360° assessment
- Pre- and post-work
- Blended learning
- Highly interactive
- Experiential learning
- Group activities
- Business cases and simulations
- Insights from world best organisations
- Lessons from neurosciences
- Intellectual and psychological insight
- Learn from mistakes
- Difficult conversations
- Work out of the comfort zone
- Individual feedback
- Peer coaching
- Personal and professional action plans
- Assessment of impact

The audience is recently appointed or recruited Heads of Department and Heads of Directorates also called Directors, which are the third and fourth managerial levels in EIB's staff hierarchy (senior executive management).

The required duration per training session is 5 consecutive days **in residential**, i.e. training sessions will not take place in EIB's premises but either in the service provider's premises or in a location provided by the service provider.

If the location is outside Luxembourg the service provider shall arrange the accommodation of the participants.

The training should be followed by an individual coaching of minimum 3 and maximum 10 hours at EIB's premises in Luxembourg. Travel and accommodation expenses for coaches shall be included in the delivery daily rate of 8 coaching sessions of 1 hour (8 hours) (see section 8.1.5 below).

The EIB expects to run between 2 and 4 training sessions per year.

In addition, an optional alumni day (follow-up session) may be organised once a year upon request of the EIB for all the previous participants of this programme.

Alumni days shall be requested according to Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4*).

Alumni days shall take place at the Bank's Training Centre in Luxembourg (4, Rue du Fort Niedergrunewald, Quartier Européen Nord, L-2015 Luxembourg) or in another location in the vicinity selected by the Bank.

The place of delivery will be specified in the request for services described in Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4*).

### **3.2.5.Lot 5: Senior Executive Leadership Programme (SELP)**

This programme is similar to the executive education programmes offered by the major Universities and business schools on leadership related topics relevant to the Bank's Senior Managers. It will be proposed to **complement the ALDP under lot 4**.

The Bank aims at signing a multiple framework agreement with a minimum number of 3 and a maximum number of 5 service providers in order to be able to choose between several SELP programmes taking into account the specific training objectives of the individual, his agenda and the available dates of the courses.

When an individual requests to participate in a SELP, the Bank will send an assignment request for services to all service providers and select only one service provider for the assignment in line with Article 4 of the framework agreement (*Annex 7 - Draft Framework Agreement for lot 5*).

Some of the topics may be but are not limited to:

- Leadership and organisational behaviours
- High impact and high performance leadership
- Leading major organisational changes
- Authentic leadership

The aim is to develop competencies on:

- Exposing to the "real" world
- Opening up minds and developing curiosity
- Advanced strategy
- Advanced leadership

The learning tools and methodology to be used are:

- High interaction
- Business cases and simulations
- Insights from world best organisations
- Work out of the comfort zone

The audience is Heads of Departments and Heads of Directorates, also called Directors, which are the third and fourth managerial levels in EIB's staff hierarchy (senior executive management).

The required duration per training session is a minimum of 3 and a maximum of 10 either consecutive or non-consecutive days.

This programme consists on individual training. The participant will join one of the leadership programmes for senior executives offered to the public by the selected service providers, similar to the executive education programmes offered by the major universities and business schools on leadership related topics relevant to the Bank's senior managers.

Tenderers shall propose 1 training course from their catalogue.

Training sessions shall usually take place in the premises of the service provider or in a location provided by the service provider either in Luxembourg or outside Luxembourg when the individual joins one of the leadership programmes for senior executives offered by the selected tenderers.

The service provider may be asked to arrange the accommodation of the EIB participant in the vicinity of the place where the SELP takes place when the training session takes place outside Luxembourg. The Bank will pay for the accommodation of the EIB participant.

Exceptionally, should several EIB staff be interested in participating to the same programme in close dates, the service provider shall send his team members and deliver group training in Luxembourg, either in EIB's premises or in another location selected and arranged by the EIB.

The EIB expects to enrol between 5 and 10 Directors per year in this programme.

### **3.2.6.Lot 6: Executive Masterclass Programme (EMP)**

In this programme several topics will be proposed **to complement the ELP, FLP, LDP and ALDP**. The masterclasses will be designed to give the participants the opportunity to reflect on cutting edge leadership topics, as well as to deepen their own practice for a sustainable learning approach and development.

The Bank aims at signing a multiple framework agreement with a minimum number of 3 and a maximum number of 5 service providers in order to have a wider choice between different masterclass methodologies and contents better suited to the different audiences and to attain different objectives.

Whenever the Bank needs an EMP, it will send an assignment request for services to all service providers and select only one service provider for the assignment in line with Article 4 of the framework agreement (*Annex 8 - Draft Framework Agreement for lot 6*).

Some of the topics might be (but are not limited to):

- Lead in a world of uncertainty
- Manage failure and mistakes
- Positive psychology of leadership
- Keep thinking (diversity, neuroscience and learning)

The aim is to develop competencies on:

- Connecting senior professional staff with external sources of inspiration and knowledge
- Bringing an outside-in perspective
- Broadening the horizon
- Stimulating thinking and connecting with world class experts in a learning environment
- Enabling collaboration and networking across Directorates

The learning tools and methodology to be used are:

- High interaction
- Insights from world best organisations
- Lessons from neuroscience
- Intellectual and psychological insight
- Learn from mistakes
- Lessons from world experts on leadership

The audience is the same audience as for the ELP, FLP, LDP and ALDP. The required duration of training sessions is a minimum of half a day and a maximum of 1 day in EIB's premises in Luxembourg.

Between 2 and 4 training sessions will be organised per year.

## 4. Tasks & Deliverables

### 4.1. Tasks common for lots 1, 2, 3, 4 and 6

Each service provider shall:

- develop and deliver all aspects of the programme related to their lot;
- develop and run the programme in close collaboration with the EIB Learning & Development Unit;
- continuously maintain and update the contents of the programme according to external developments, EIB needs and feedback provided by trainees having already attended the programme; and
- undertake a full evaluation of the satisfaction of each participant and the training session impact for each module of each programme. This evaluation shall be run using electronic means, such as electronic surveys, and results shall be presented in a consolidated manner including analytics covering all participants to a programme training session.

The consolidated results shall take the form of a satisfaction and impact report (the “**Satisfaction and Impact Report**”) to be submitted in electronic format.

Each service provider shall provide the results in the Satisfaction and Impact Report to the EIB Contact Person (see section 6.1 below) within the Learning & Development Unit and take his/her feedback into account to adapt and improve the next training session. If deemed necessary, the Service Provider shall identify structural issues related to such training course in collaboration with the appointed EIB Contact Person.

In addition, each service provider should bring qualified support in:

- Implementing the communication about the programme to be delivered by providing the EIB Contact Person with a programme, a short description of the module and its objectives, an agenda of the training sessions and any other materials commonly used by the service provider;
- Handling administrative work related to the programme and training session to be delivered like, among other, registering the participants, giving the programme information to the participants, production and distribution of hard/soft copies of necessary training materials and processing the electronic evaluations and any necessary forms.

### 4.2. Tasks for Lot 5

In case of individual training, each service provider will have to register the participant and deliver the training as it does for other participants not working at the EIB.

Exceptionally, should group training in Luxembourg be organised, the selected service provider shall undertake a full evaluation of the satisfaction of the participants and the training session impact for each module of each programme in the form of the Satisfaction and Impact Report described in section 4.1 above.

### 4.3. Programmes

All programmes shall be delivered in English by a trainer having very good oral communication skills (see section 6.1 below).

Each programme should include the provision of training materials by the service provider (e.g. binder for each trainee, slides and pre-reading material if necessary).

Prior to each programme training session, the service provider shall send presentations and training materials (either in electronic format by e-mail or in hard copies by mail, depending on the service provider's preference) to the EIB Contact Person of the Learning & Development Unit at least 2 days before the training session start date.

Programme content building (themes, cases studies, tools) must:

- Include self-awareness exercises;
- Offer sessions with best leadership practices and tools;
- Highly participative and practical learning formats;
- Favour peer interactions.

#### **4.4. Deliverables**

a) The scope of work and the deliverables for lots 1, 2, 3, 4 and 6 are the following:

- Programme design and development in close collaboration with the EIB Learning & Development Unit including:
  - a meeting in Luxembourg to undertake the analysis of the organisational context and EIB's specific requirements;
  - the analysis of the organisational context and requirements prepared in writing;
  - detailed definition of objectives and expected outcomes prepared in writing;
  - the presentation of the model of interaction between the trainers and the participants and the participants themselves favouring peer interactions prepared in writing;
  - The specific methods to be used in delivering the programme, such as electronic tools, questionnaires, case studies, e-learning, follow-up, communities of practice, explained in writing (not to be confused with the proposed methodology submitted in the tender in response to this call for tenders as mentioned in section 9.1 below);
- Delivery of the training session or alumni day for lots 2 and 4
- Evaluation of each training session of a given programme and submission of the Satisfaction and Impact Report on programme reviews and feedback, monitor the progress made by participants and measure the programme training session's impact;

In order to do so, after each training session/alumni day, the service provider is expected to:

- Seek feedback from the participants in the format specified in the section 4.1 above;
- Use the feedback to identify structural issues with the help of the EIB Learning & Development Unit;
- Deliver the Satisfaction and Impact Report 1 month after each training session, extract lessons learned, propose recommendations and bring adjustment if needed.
- Adaptation of programme to on-going developments in leadership thinking, EIB organisational context and perception of manager's role;
- Regular briefings with the EIB Contact Person on latest leadership thinking and research.

b) For lot 5, each service provider will have to register the participant and deliver the training as it does for other participants not working at the EIB. In case of group training, the service provider will have to evaluate each training session of the programme and submit the Satisfaction and Impact Report in the format specified in section 4.1 above.

## 5. Budget, Schedule and Logistics

### 5.1. Budget

Though the Bank is not able to foresee the exact quantity and the frequency in which the courses will be required to take place, the estimated total value of all framework agreements to be signed shall not exceed 5,100,000 € over the 4 year maximum duration (3+1) of the framework agreements.

The estimated contract value per lot over the 4 year maximum duration (3+1) of each framework agreement is the following:

- Lot 1: 650,000 €
- Lot 2: 750,000 €
- Lot 3: 1,250,000 €
- Lot 4: 1,250,000 €
- Lot 5: 450,000 €
- Lot 6: 750,000 €

### 5.2. Schedule and duration of each framework agreement

#### 1. Schedule

Expected entry into force of each framework agreement	3rd quarter 2017
Maximum duration for each framework agreement	3 + 1 years (potential extension of 1 year), the exact start and end dates shall be specified in Art. 3 of the framework agreement.

#### 2. Logistics

Working Language	All trainings shall be delivered in English language.
Number of participants per course	<p>Training sessions under lots 1, 2, 3 and 4 will be organised for a minimum number of 8 and a maximum number of 15 participants, a complete group is usually composed of 15 participants per training session.</p> <p>The participants to training sessions under lot 5 will enrol individually the available programmes.</p> <p>Should group training under lot 5 be organised in Luxembourg, it shall be organised for groups of a minimum number of 8 and a maximum number of 15 EIB participants.</p> <p>Training courses under lot 6 and alumni days will be organised for groups with a minimum number of 15 and a maximum number of 50 participants per training session.</p>
Place of delivery	<p>Trainings under lots 1, 2, 3, and 6 will be delivered in majority at the Bank's Training Centre (4, Rue du Fort Niedergrunewald, Quartier Européen Nord, L-2015 Luxembourg) in Luxembourg or another location in the vicinity selected by the Bank.</p> <p>Should group training under lot 5 be organised in Luxembourg, it will be delivered in majority at the Bank's Training Centre in Luxembourg or another location in the vicinity selected by the Bank.</p> <p>Training courses under lot 4 and individual training under lot 5 shall take place either in</p>

	<p>the service provider’s premises or in a location selected and arranged by the service provider. The service provider shall reserve hotel rooms in the vicinity of the location of the ALDP under lot 4 for all EIB participants and may be requested to do so for individuals attending a SELP under lot 5.</p>
Logistics	<p>The service provider shall take care of its staff’s arrangements and office needs such as computers, telephones, faxes and internet connections, office supplies, secretarial and translation support when the services are provided from its professional office.</p> <p>Some of these facilities might be provided by the EIB when the services are carried out at the Bank’s premises (beamer, desktop computer with internet connection, flipchart, projector, etc.).</p>
Coordination & framework agreement Management	<p>For the duration of each framework agreement, each service provider shall have in the Bank an appointed contact person to whom he/her shall report in respect of execution of the services and for notifications (the “<b>EIB Contact Person</b>”).</p> <p>In this context, each service provider shall also appoint a contact person (the “<b>Service Provider Contact Person</b>”) who will report to the EIB Contact Person and a back-up. Such Service Provider Contact Person will manage the framework agreement for the service provider and all assignment requests for services will be addressed to him/her.</p> <p>The contact details of the EIB Contact Person will be communicated to the service provider upon signature of the framework agreement.</p>
Scope of the training and follow up	<p>Training courses will cover a broad range of subject matters, as broken down in each lot description. It is not excluded that the Bank will request to cover additional emerging subject matters in the content of a training course within the general scope of each lot.</p> <p>After each training session, the service provider is expected to seek feedback from the participants and use the feedback to prepare a Satisfaction and Impact Report and shall identify structural issues with the help of the appointed EIB Contact Person.</p>
Cancellation - postponement	<p>Upon giving written notice to the Service Provider, the Bank may postpone or cancel a single training session (as the case may be) at any time prior to its start. The conditions for the cancellation / postponement of a training session are described in <i>Article 6A of the framework agreement (Annex 6 – Draft Template Framework Agreement for lots 1, 2, 3 and 4, Annex 7 – Draft Framework Agreement for lot 5 and Annex 8 – Draft Framework Agreement for lot 6)</i>.</p>

## 6. Experts and staff appointed to the performance of the services

### 6.1. Key profiles for each lot

All the requested profiles must have full working proficiency in English accredited with a level C1 of the Common European Framework of Reference for Languages or higher.<sup>1</sup>

The tenderer shall nominate a **Service Provider Contact Person and his / her back-up**, who must have full working proficiency in English accredited with a level C1.

The CV’s of proposed staff shall be prepared using the template in *Appendix 4 to the ToR – Template for Proposed Contact Person & Expert Profiles*.

<sup>1</sup> [http://www.coe.int/t/dg4/linguistic/cadre1\\_en.asp](http://www.coe.int/t/dg4/linguistic/cadre1_en.asp)

### **6.2. Key profiles for lots 1, 2, 3, 4 and 6**

The tenderer shall propose a **minimum of 2 experts and their respective back-ups**, who will be in charge of:

- a) developing and delivering the programmes and each training session;
- b) coaching when applicable; and
- c) participating to the production and discussion of the results shown in the Satisfaction and Impact Reports.

The experts proposed must have all the following competencies and qualifications:

- University degree (minimum at bachelor level);
- Minimum 5 years of professional experience in designing and developing leadership programmes in a multicultural environment in the subject-matter of the specific lot(s) being tendered for;
- Minimum 5 years of professional experience in teaching on leadership programmes;
- Minimum 5 years of professional experience expertise in assessing leadership programmes satisfaction and impact of the programme in participant's management and leadership skills;
- Minimum 5 years of professional experience with international and multicultural organisations such as multinational companies, international financial institutions and banking industry companies;

### **6.3. Key profile for lot 5**

For lot 5, the tenderer shall include in its tender the detailed CV of 1 expert in charge of delivering the required courses and his/her back-up using *Appendix 4 to the ToR – Template for Proposed Contact Person & Expert Profiles*.

The key trainer proposed must have all the following competencies and qualifications:

- University degree (minimum at bachelor level);
- Minimum 5 years of professional experience in designing and developing leadership programmes in a multicultural environment in the subject-matter of the specific lot(s) being tendered for;
- Minimum 5 years of professional experience in teaching on leadership programmes;
- Minimum 5 years of professional experience expertise in assessing leadership programmes satisfaction and impact of the programme in participant's management and leadership skills;
- Minimum 5 years of professional experience with international and multicultural organisations such as multinational companies, international financial institutions and banking industry companies;

## **7. Procedures for awarding specific assignments**

### **7.1. For lots 1, 2, 3 and 4**

The procedure for ordering specific assignments requests for services under lots 1, 2, 3 and 4 is described in Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3 and 4*).

### **7.2. For lots 5 and 6 (parallel award mechanism)**

The procedure for ordering specific assignments requests for services under lots 5 and 6 is described in Article 4 of the framework agreement (*Annex 7 – Draft Framework Agreement for lot 5 and Annex 8 – Draft Framework Agreement for lot 6*).

## 8. Remuneration and payment terms

### 8.1. Remuneration

In consideration for performing the services described in section 3 above for lots 1 to 6, the service providers shall be remunerated on the basis of the rates specified in their tender and of the price quotation specified in their proposal.

Prices must be quoted in Euros and be exclusive of VAT.

Prices shall be firm and non-revisable (no indexation or annual revision) for the entire duration of each framework agreement, including all possible extensions.

Tenderers will submit a financial offer using *Annex 5 (i) (ii) (iii) (iv) (v) and / or (vi) - Financial Offer* based on:

- A. a design and/or development daily rate for lots 1, 2, 3, 4 and 6**
- B. a delivery daily rate for lots 1, 2, 3, 4 and 6**
- C. lots 2 and 4: an alumni day delivery daily rate**
- D. lots 3 and 4: a delivery daily rate of 8 individual coaching sessions (8 hours)**
- E. lot 5: a daily individual tuition fee**
- F. lot 5: for group training: a delivery daily rate**
- G. lot 6: a half-day delivery rate**

All these rates are described in sections 8.1.1 to 8.1.6 below.

The offered rates for lots 1, 2, 3, 4, 5 in case of group training and 6 shall include fees and expenses related to the costs of:

- managing the framework management,
- quality control,
- the service provider's administrative staff,
- local transportation, accommodation and daily allowances.
- travel expenses (transport & accommodation) for the service provider's team members.

**For trainings in residential under lot 4**, the service provider shall arrange the accommodation of the participants in the vicinity of the location where the ALDP takes place when the ALDP takes place outside Luxembourg.

This cost of the accommodation shall be approved upfront by the EIB Contact Person and invoiced separately.

The cost of the accommodation for EIB staff participating in an ALDP shall not be included in the delivery daily rate for lot 4 and will be fully reimbursed by the EIB.

**For trainings in the service provider's premises under lot 5**, the service provider may be asked to arrange the accommodation of the participant in the vicinity of the location where the SELP takes place.

This cost of the accommodation shall be approved upfront by the EIB Contact Person and invoiced separately.

The cost of the accommodation for EIB staff participating in an SELP shall not be included in the delivery daily rate for lot 4 and will be fully reimbursed by the EIB.

#### **8.1.1. Design and/or development daily rate for lots 1, 2, 3, 4 and 6**

It shall refer to the customisation and the preparation of each programme which shall be performed in collaboration with the EIB Contact Person.

For the initial customisation of the programme, the service provider will be entitled to charge the Bank for each programme up to a maximum of 2 days of design and/or development daily rate for the entire

duration of the framework agreement provided that the content remains the same throughout the framework agreement.

If the content of a programme requires development, modifications or updates, the EIB Contact Person may request the service provider to provide a development proposal in response to an assignment request for services of described in Article 4 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4 and Annex 8 – Draft Framework Agreement for lot 6*). Again, the service provider will be entitled to charge the Bank up to a maximum of 2 days of programme development daily rate.

### **8.1.2.Delivery daily rate**

#### **a. For lots 1, 2 and 3:**

1 day (8 hours) of training for a group of a minimum number of 8 and a maximum number of 15 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

#### **b. For lot 4:**

1 day (8 hours) of training for a group of a minimum number of 8 and a maximum number of 15 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

It shall include the cost of the premises where the training sessions will take place.

The service provider shall be responsible for providing course participants with stationary equipment such as paper and pencils.

#### **c. For group training under lot 5:**

Should group training under lot 5 be organised in Luxembourg, 1 day (8 hours) of training for a group of a minimum number of 8 and a maximum number of 15 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

#### **d. For lot 6:**

1 day (8 hours) of training for a group of a minimum number of 15 and a maximum number of 50 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

### **8.1.3. Delivery half-day rate for lot 6**

Half-day (4 hours) of training for a group of a minimum number of 15 and a maximum number of 50 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper, pencils.

### **8.1.4. Daily individual tuition fee for lot 5**

It is the daily individual tuition fee for the participation of an EIB staff member to a SELP. Tenderers must divide the total cost of the total tuition by the number of days of the proposed programme (between 3 and 10 days) and include this sum in their financial offer (*Annex 5 – Financial Offer (v)*).

The service provider shall be responsible for providing course participants with stationary equipment such as paper and pencils.

### **8.1.5. Delivery daily rate of 8 individual coaching sessions of 1 hour for lots 3 and 4**

It shall refer to 1 day (8 hours of face-to-face individual coaching) between the participants to the LDP and the ALDP and a coach, and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

Expenses related to travel to and from Luxembourg and accommodation in Luxembourg for coaches shall be included in the daily rate for the delivery of 8 coaching sessions. The EIB and the service provider will try to schedule and run back-to-back coaching sessions for the participants to LDPs and ALDPs in consecutive days to reduce the coach's travel and accommodation expenses.

### **8.1.6. Alumni day delivery daily rate for lots 2 and 4**

1 day (8 hours) of training for a group of a minimum number of 15 and a maximum number of 50 participants and shall be inclusive of any supporting pedagogic software, equipment and material such as books, leaflets, and any other soft and hard copy documents.

It shall also include the cost related to the reporting and quality control obligations (i.e. the Satisfaction and Impact Report).

The EIB shall be responsible for providing course participants with stationary equipment such as paper and pencils.

Expenses related to travel to and from Luxembourg and accommodation in Luxembourg for the service provider's team members shall be included in the alumni day delivery daily rate.

## **8.2. Payment terms**

The cost of the design and/or development of a programme training session and the cost of the delivery of a programme training session shall be invoiced separately.

The delivery of coaching sessions shall be invoiced together with the delivery of a programme training session under lots 3 and 4.

The delivery of 1 alumni day and the delivery of a programme training session under lots 2 and 4 shall be invoiced separately.

For lot 4, the cost of the accommodation for participants to an in residential ALDP and the programme training session shall be invoiced separately.

The delivery of a programme training session under lot 5 (individual training) shall be invoiced individually.

The detailed payment terms are described in Article 6 of the framework agreement (*Annex 6 – Draft Framework Agreement for lots 1, 2, 3, and 4, Annex 7 – Draft Framework Agreement for lot 5 and Annex 8 – Draft Framework Agreement for lot 6*).

## 9. Evaluation procedure

### 9.1. Content of tender

Tenderers may bid for 1 or more lots but not for part of a lot. If a tenderer submits a tender for more than 1 lot, the tenders have to be clearly separated for each lot and will be assessed on the basis of each lot.

The selection process 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 shall be drafted and submitted in English. Tenders (delivered on paper as well as **electronic version in searchable PDF format, i.e. OCR**) must be structured according to the following outline and include the items below:

- Exclusion phase documentation (see details below)
- Selection phase documentation (see details below)
- Award phase documentation (see details below)
  - Technical proposal
  - Financial proposal

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 tender responses must be borne by the tenderer and will not be reimbursed by the EIB.

#### **A tender (covering a single lot) must include the following documents:**

- Evidence on selection criteria for the lot for which the tenderer applies:
  - *Appendix 1 to the Terms of Reference – Economic and financial capacity declaration* duly filled in and signed.
  - *Appendix 2 to the Terms of Reference – Technical capacity declaration for lots 1, 2, 3, 4 and 6* duly filled in and signed.
  - *Appendix 3 to the Terms of Reference – Technical capacity declaration for lot 5* duly filled in and signed.
  - Profiles of the proposed team members and their back-ups, prepared using the template in *Appendix 4 to the ToR - Template for Proposed Contact Person & Expert Profiles*.
- Technical tender for the lot for which the tenderer applies
  - A note of maximum 10 Din A4 sheets printed both sides (20 pages) addressing each technical evaluation criterion below:
    - Proposed methodology for designing, developing, and delivering the respective leadership programme.
    - Proposed methodology for designing, developing, and delivering the respective optional alumni days if required.
    - For lot 5, proposal of 1 course outline, including the description of the content and the objectives of the course.
    - Proposed methodology for assessing the satisfaction and the impact of the programme and address gaps and recommendations.
    - Organisation of the proposed team members as described in section 6.
    - Proposed methodology to ensure availability of the proposed profiles for the periods for which the training sessions are requested and ensure business continuity.
  - Profiles of the proposed team members and back-ups, prepared using the template in *Appendix 4 to the ToR – Template for Proposed Contact Person & Expert Profiles*.
- a Financial Offer, prepared in accordance with *Annex 5 (i) (ii) (iii) (iv) (v) and (vi) - Financial Offer* (depending on the lot for which the tenderer applies).

### **9.2. 3 stages**

The evaluation for each tender per lot will be based on the information provided by the tenderers in their tender submitted in reply to this call for tenders. All the information will be assessed in the light of the criteria set out in these terms of reference.

The evaluation of each tender per lot will proceed in successive stages, as described below. Only the tenders meeting the requirements of each stage will pass on to the next stage of the evaluation.

The final stage involves the award of the framework agreements.

The stages of the evaluation procedure will be as follows:

(1) **Exclusion phase:** the purpose of this phase is to determine whether the tenderer is eligible to participate in this procurement procedure; tenderers not having submitted *Annex 2 - Declaration of honour on exclusion and selection criteria and the absence of conflicts of interest* will be excluded from further participation in the tender procedure. Answers to this call for tenders must cover all the tender requirements, failure to cover all sections, will result in exclusion.

(2) **Selection phase:** the purpose of this phase is to determine whether the tenderer has the necessary technical and professional capacity to carry out the framework agreement; tenderers who provide the documents requested and meet the minima requested will be selected to proceed to the award phase.

(3) **Award phase:** the purpose of this phase is to assess the tenders which have been submitted by the tenderers not subject to exclusion and which meet the selection criteria. Tenders will be assessed and ranked using the award criteria.

### **9.3. Joint offers and subcontracting**

Both joint offers (consortia) and subcontracting or a combination of both are permitted in the context of this call for tenders.

However, economic operators may not participate in more than 1 consortium per lot, nor may they be proposed as subcontractors by more than 1 tenderer per lot.

**In all cases, the tender must specify very clearly whether each company involved is acting as a tenderer in a joint offer or as a subcontractor (this also applies where the various companies involved belong to the same group, or even where one is the parent company of the others).** The implications of these two modes of collaboration are radically different and are outlined below.

#### **9.3.1. Joint offers**

The grouping will appoint, and will be represented by 1 legal entity that will act as its sole spokesperson and will be fully liable and responsible for performance of the framework agreement.

The Bank will treat all contractual matters (e.g. payment) with this legal entity.

All members of the grouping assume joint and several liabilities towards the Bank for the performance of the framework agreement as a whole. Statements saying, for instance:

- that 1 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 1 framework agreement should be signed if the joint offer is successful,

are thus incompatible with the principle of joint and several liability. 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.

Tenderers should note that should the composition of the grouping change at any point during the procurement 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 – all members of the consortium together – will be made;
- the selection criteria for the technical and professional capacity will be assessed in relation to the combined capacities of all members of the consortium, as a whole;
- the award criteria will be assessed in relation to the tender.

**If a tenderer intends to tender with a partner and has already set up a consortium or similar entity to that end, this should be stated in the tender, together with any other relevant information in this connection.**

**If a tenderer intends to submit a joint offer, he should be aware that, if awarded a framework agreement, the Bank may require him 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.

### **9.3.2. Subcontracting**

Subcontracting is the situation whereby a contract has been or is to be established between the Bank and a service provider and where the service provider, in order to carry out that contract, enters into legal commitments with other legal entities for performing part of the work, service or supply. However, the Bank has no direct legal commitment with the subcontractor(s).

**The tenderer has to include in its tender a statement specifying clearly the identity, roles, activities and responsibilities of subcontractor(s). In case the tenderer relies on its subcontractor(s) in order to fulfil the exclusion or selection criteria, the tenderer will have to expressly mention in the statement how and to which extent the subcontractors' capacity should be taken into account.**

Certain tasks provided for in the scope may be entrusted to subcontractors, but the service provider retains full liability towards the Bank for performance of the framework agreement as a whole.

Accordingly:

the Bank will treat all contractual matters (e.g. payment) exclusively with the service provider, whether or not the tasks are performed by a subcontractor; under no circumstances can the service provider avoid liability towards the Bank on the grounds that the subcontractor is at fault.

Tenders involving subcontracting will be assessed as follows:

1. The exclusion criteria and the selection criteria for the legal capacity will be assessed in relation to each proposed subcontractor individually equal or above 20% of the value of the framework agreement.
2. The selection criteria for the economic and financial capacity will be assessed as follows:
  - a. for criteria set as minimum viability standards on financial and economic standing (e.g. by means of appropriate statements from banks or balance sheets), a consolidated assessment – tenderer plus subcontractor(s) – will be made;
  - b. for criteria that are deemed to be achieved above a certain level (e.g. overall turnover or turnover with respect to the specific tender), a consolidated assessment – tenderer plus subcontractor(s) – will be made, depending on the extent to which the subcontractor(s) will put their resources at the disposal of the tenderer for the performance of the contract;
3. The selection criteria for the technical and professional capacity will be assessed in relation to the combined capacities of the tenderer and the subcontractor(s), as a whole, depending on the extent to which the subcontractor(s) will put their resources at the disposal of the tenderer for the performance of the contract;
4. If the tenderer relies on subcontractors to fulfil the selection criteria, **these subcontractors must provide a statement declaring their undertaking to collaborate with the tenderer in case of award and the resources that they will put at the tenderer's disposal for the performance of the contract.** If this document is requested but not provided and no subcontractor is mentioned in the tender, the EIB must assume that the tenderer does not intend to use subcontracting to fulfil selection criteria and must assess its capacity accordingly.

The award criteria will be assessed in relation to the tender.

During execution of the framework agreement, the service provider will need the EIB's express authorisation to replace a subcontractor with another and/or to subcontract tasks for which subcontracting was not envisaged in the original tender.

### **9.3.3. Freelancing**

Freelancing, drawing on the activities or staff of any other entirely different legal entity than the Service Provider, independently of its exact legal form (and independently of the applicable national law), qualifies as subcontracting.

## **10. Exclusion criteria**

The sole tenderer, the lead tenderer, all consortia members in case of joint offers and any subcontractors whose intended share in the framework agreement is equal or above twenty per cent (20%) shall provide the declaration in *Annex 2 of the General Administrative and Submission Clauses (Declaration of honour on exclusion criteria and selection criteria and the absence of conflicts of interest)*.

All tenderers should provide the declaration in *Annex 2 of the General Administrative and Submission Clauses (Declaration of honour on exclusion criteria and selection criteria and the absence of conflicts of interest)*, duly signed and dated by an authorised representative (sole tenderer or lead contractor), stating that they are not in one of the situations listed in *Annex 2 of the General Administrative and Submission Clauses*.

The declaration shall also be provided by sub-contractors whose intended share of the framework agreement is equal or above twenty per cent (20%).

The successful tenderer shall provide the documents mentioned as supporting evidence in *Annex 2 of the General Administrative and Submission Clauses* before signature of the framework agreement and within the deadline specified by the Bank.

This requirement applies to all members of a group of economic operators (or consortium) and to subcontractors whose intended share in the framework agreement is equal or above twenty per cent (20%).

## 11. Selection criteria for each lot

Tenderers who have passed the exclusion phase will be evaluated on a pass/fail basis at the selection phase in accordance with the selection criteria set out below.

### 11.1. Economic and financial capacity criterion

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 requirements:

1. Minimum total annual turnover for each of the financial years 2013, 2014 and 2015 of:

- Lot 1: 325,000 €
- Lot 2: 375,000 €
- Lot 3: 625,000 €
- Lot 4: 625,000 €
- Lot 5: 225,000 €
- Lot 6: 100,000 €

2. Minimum 30% of the tenderer's total annual turnover for each of the financial years 2013, 2014 and 2015 generated by development and training activities for managers.

#### Supporting evidence:

*Appendix 1 to the Terms of Reference – Economic and technical capacity declaration* duly filled in and signed.

### 11.2. Technical capacity criteria

For each lot, the tenderer shall have experience in the provision of leadership development programmes similar to the programmes described in section 3 and enough capacity to respond to the Bank's demand.

#### **Technical capacity criterion 1 (lots 1, 2, 3, 4 and 6)**

##### Minimum requirements:

- At least 3 years of relevant experience in the design and delivery of tailored leadership development programmes similar to those covered by the specific lot the tenderer is tendering for, with **at least 10 different leadership development programmes provided** between 2014 and 2016 to international organisations, multinational companies or IFIs;
- At least 5 tailored leadership development programmes similar to those covered by the specific lot the tenderer is tendering for designed and delivered to international organisations, multinational companies or IFIs in 2016.

#### Supporting evidence:

*Appendix 2 to the Terms of Reference – Technical capacity declaration for lots 1, 2, 3, 4 and 6* duly filled in and signed.

#### **Technical capacity criterion 2 (lot 5)**

##### Minimum requirements:

Over the last 3 years (2014, 2015 and 2016), the delivery of at least 1 leadership development programme similar to the one covered by lot 5.

#### Supporting evidence:

*Appendix 3 to the Terms of Reference – Technical capacity declaration for lot 5 duly filled in and signed.*

**Technical capacity criterion 3 (all lots)**

Minimum requirement:

- All staff in the tender must have full working proficiency in English accredited with a level C1 of the Common European Framework of Reference for Languages or higher;

Supporting evidence:

Section 4 of *Appendix 4 to the Terms of Reference – Template for Proposed Contact Person & Expert Profiles* duly filled in.

## 12. Award criteria and award of the framework agreement

Tenders will be evaluated separately for each LOT according to the following award criteria:

AWARD CRITERIA	WEIGHTING
Technical award criteria	70 points
Financial award criteria	30 points
<b>Total</b>	<b>100 points</b>

### 12.1. Technical award criteria

The technical marks will be evaluated according to the following sub-criteria:

AWARD SUB-CRITERIA TECHNICAL	WEIGHTING
12.1.1 Proposed methodology for designing, developing and delivering the respective leadership programme and alumni day if required. (applicable only to lots 1, 2, 3, 4 and 6)	15 points
12.1.2 a) Quality of the proposed courses outlines, including the description of the proposed content and how the objectives of each proposed programme(s) meet the description of the related services (applicable to all lots except lot 5).	15 points in case of lots 1, 2, 3, 4 and 6
12.1.2 b) Quality of the proposed course for lot 5, including the proposed course outline, including the description of the proposed content and, how the objectives of the programme meet the description of the related services.	30 points in case of lot 5
12.1.3 Proposed methodology for assessing the satisfaction and the impact of the programme and addressing gaps and recommendations (applicable to all lots)	15 points
12.1.4 Organisation and profile of the proposed team members and their back-ups as described in section 6 (applicable to all lots)	20 points
12.1.5 Proposed methodology to ensure availability of the proposed profiles for the periods for which the training sessions are requested and ensure business continuity over the duration of the related framework agreement (applicable to all lots)	5 points
<b>Total</b>	<b>70 points</b>

Only tenders scoring above 50 points in total on the technical marks will remain eligible for the financial evaluation.

The tenders that have not reached this threshold will be disqualified.

**12.2. Financial award criteria**

The methodology for the financial evaluation is described in *Annex 5 (i) (ii) (iii) (iv) (v) and (vi) - Financial Offer, depending of the lot.*

**12.3. Award of each framework agreement**

Each tender will receive a final score which will be the sum of the points obtained in the technical and financial evaluations.

For lots 1, 2, 3 and 4 a framework agreement will be awarded to the highest ranking tenderer.

For lots 5 and 6, a multiple framework agreement will be awarded to the minimum 3 and maximum 5 highest ranking tenderers.

**13. Appendices to the ToR**

1. *Appendix 1 to the Terms of Reference – Economic and financial capacity declaration*
2. *Appendix 2 to the Terms of Reference – Technical capacity declaration for lots 1, 2, 3, 4 and 6*
3. *Appendix 3 to the Terms of Reference – Technical capacity declaration for lot 5*
4. *Appendix 4 to the Terms of Reference – Template for Proposed Contact Person & Expert Profiles*