



# **I. Tender Specifications**

## **Call for Tender UCA-18/030**

**Open Procedure**

**Security Risk Management (SRM)  
consultancy services**

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<b>A. FUNCTIONAL AND TECHNICAL SPECIFICATIONS</b>
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## A. 1. General Information

### A.1.1. Objective and purpose of the contract

This framework contract is intended to provide for consultancy and support services in the domain of Security Risk Management (SRM) at the General Secretariat of the Council of the European Union (hereafter called the "Secretariat") in Brussels.

The contractor's assignments will be executed in coordination with the Security Strategy and Business Continuity Unit of the Secretariat.

The total workload is not fixed in advance, however the calculation of the total price of the contract will be based on assignments totalling 240 working hours per year and on the assumption that 120 of those 240 working hours shall be executed at the Secretariat's premises in Brussels ("ON SITE") and 120 working hours from the consultant's premises ("OFF SITE", i.e. no travel required). Assignments will normally be organised in one or several work-days, each one normally comprising 8 working hours.

The assignments of the consultants will be ordered under the conditions set out further in this document and at the hourly rates as specified in the contractor's offer.

### A.1.2. Context of the contract

The Secretariat assists the European Council and the Council of the European Union in carrying out their work in an effective and efficient manner. The Secretariat employs approximately 3.000 people and operates in Brussels, Belgium in three adjacent buildings.

It falls within the Secretariat's mission to ensure the security of people, assets and business processes. The development of the security strategy and determination of short and longer term security priorities will be supported and rationalised by a security risk management programme based on the ISO 31000 standard. This approach will also include intelligence analysis supported by analytical techniques, weak-signal analysis, scenario planning and strategic foresight.

The Secretariat's overall risk management policy is aligned with ISO 31000. Within the Safety and Security Directorate, the Security Strategy and Business Continuity Unit is in charge of developing and implementing the Security Risk Management programme.

A formal SRM policy has been developed and is currently awaiting endorsement. The objective of this contract is to help consolidate and organise ongoing initiatives, to extend and accelerate the programme where needed, to provide practical support for its efficient development and implementation. The Secretariat has Security and Risk Management professionals, and the primary aim of this contract is to:

- help coordinate their work and complement their skills where needed;
- provide support in the implementation of Risk Management at different levels;
- support in the implementation of awareness campaigns and training in the field of security risk management.

### A.1.3. Scope of the contract

The contract comprises consultancy, advice and support services in all areas of risk management, including (indicatively, but not exhaustively):

#### *(a) Implementation of the ISO 31000 risk management framework*

1. Development and fine tuning of the Mandate and commitment
2. Design of the framework<sup>1</sup> for managing security risks
3. Implementing risk management, i.e. developing and implementing the risk management processes by establishing the context, perform risk assessments (risks identification,

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<sup>1</sup> As defined in ISO 31000

- analysis, evaluation), risk treatment, monitoring and reviewing of the security risks, recording the security risk management process, communication and consultation
4. Monitoring and reviewing of the framework for managing security risks
  5. Continuous improvement of the framework for managing security risks

*(b) Implementation of security risk management processes*

Providing advice on methods and tools for the assessment of threats, vulnerabilities and risks (including the implementation of the intelligence process) and evaluation of mitigation measures:

1. Methods, tools and processes for efficient collection of information (sources, tools), processing, analysis and reporting with the objective to **establish and perform relevant security threat assessments** for the overall security threat landscape, such as crime, espionage, public order, terrorism, accidents/natural or man-made disaster;
2. Support and advice for **risk assessments** (strategic, tactical, and operational) in relation to the categories of threats mentioned above;
3. Support and advice for the design, implementation, and evaluation of identified **security risk mitigation measures**;
4. Design and facilitation of **security audits and penetration tests** to evaluate the effectiveness of mitigation measures in place and to reveal potential security flows;
5. **Development and delivery of training** in view of awareness-raising initiatives relating to security risk management;
6. Assistance with any other activity relating to security risk management, as required.

## A.2. Requirements

### A.2.1. Minimum requirements for consultants

Minimum requirements are the requirements to be met by the tender for considering it compliant with the functional and technical specifications.

The contractor shall propose a team of at least one (1) consultant; each consultant in the proposed team must comply with the mandatory requirements described below:

- a. Have proof of a valid Personnel Security Clearance up to the level SECRET UE/EU SECRET issued by the competent EU National Security Authority, or proof that an application has been made for this clearance;

**and**

- b. Have minimum 15 full years (= 15 years full time equivalent) experience accumulated in the domain of Risk Management and Security;

**and**

- c. Have one or more of the following certificates in the domain of Risk Management:

- Master's degree in Risk Management;  
and / or
- A postgraduate qualification, for example International Certificate in Enterprise Risk Management (Institute of Risk Management);  
and / or
- Professional certificates: for example ISO 31000 Lead Risk Manager;  
and / or
- Other equivalent certificates (proof of equivalence may be requested by the Secretariat).

**and**

- d. Capacity to work fluently in English (giving presentations, participating in meetings, drafting documents)

- Each consultant must demonstrate level C2 of the Common European Framework of Reference for Languages<sup>2</sup>:
  - ✓ Spoken: *"I can take part effortlessly in any conversation or discussion and have a good familiarity with idiomatic expressions and colloquialisms. I can express myself fluently and convey finer shades of meaning precisely. If I do have a problem I can backtrack and restructure around the difficulty so smoothly that other people are hardly aware of it. I can present a clear, smoothly-flowing description or argument in a style appropriate to the context and with an effective logical structure which helps the recipient to notice and remember significant points";*
  - and**
  - ✓ Written: *"I can write clear, smoothly-flowing text in an appropriate style. I can write complex letters, reports or articles which present a case with an effective logical structure which helps the recipient to notice and remember significant points. I can write summaries and reviews of professional or literary works."*

#### A.2.2. Requirements for documentation

The contractor shall guarantee that assignments will be accompanied by deliverable(s) such as - indicatively and not exhaustively - meeting minutes, reports, databases, as agreed on a case-by-case basis with the Secretariat.

#### A.2.3. Requirements for replacement of consultants

The consultant(s) proposed in the tender will be responsible for all the tasks described in this document, and will be the one(s) exclusively accepted by the Secretariat for the execution of the different assignments.

For each assignment, the contractor will propose the consultant(s) who will perform the relevant tasks; nevertheless the Secretariat will have the discretion to decide which one of the consultants shall be assigned to conduct the assignment.

The consultant(s) mentioned in the tender may be replaced during implementation of the contract exclusively under the following cumulative conditions:

- permanent or temporary unavailability of the person who should normally be performing the tasks is due to "force majeure" (cf. art II.14 of the draft of the framework contract);
- and
- the profile of the new consultant proposed complies with the criteria described in point A.2.1 above;
- and
- the new consultant is approved by the Secretariat.

Arrangements for planned replacements (indicatively and not exhaustively: unavailability as a result of retirement of a consultant) shall be agreed with the Secretariat at least three (3) months before the replacement is planned to take place.

### **A.3. Organisation of work**

#### A.3.1. Initiation phase

At the latest two weeks after the signature of the contract, the contractor shall attend an introductory meeting with the Secretariat in Brussels. During this meeting, the Secretariat will present in detail the Security Risk Management "status-quo" ("as-is"), i.e. the procedures and systems currently in place, and will provide to the contractor relevant background documentation. Any parts of this documentation identified in writing as confidential must be treated with

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<sup>2</sup> Available at <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>. You must use the self-assessment grid, also found in a single file at <http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr/cef-ell-document.pdf>.

confidentiality in line with the provisions of Art. II.8 of the General Conditions of the (draft) framework contract.

At the latest one month after this introductory meeting, the contractor is expected to have formed a comprehensive picture and a detailed understanding of the SRM "status-quo" ("as-is") at the Secretariat, to have briefed the consultant(s) accordingly, and to render them at the disposal of the Secretariat for the planning and implementation of assignments as described below.

It is expressly noted that the initiation phase does not constitute an assignment as defined in the context of this call, i.e. it does not count against the estimated annual workload of 30 workdays. By means of clarification, all time, effort, material and any other costs expended by the contractor during the initiation phase will not be charged to the Secretariat and will be shouldered entirely by the contractor.

#### A.3.2. Location of the assignments

The assignments will partly take place in the buildings of the Secretariat in Brussels. Certain tasks require the presence of consultants in buildings of the Secretariat, while other tasks can be executed off-site, subject to the agreement of a Secretariat's project manager. Meetings will normally take place in the Secretariat's premises.

For "ON SITE" assignments, all related costs (travel, telecommunication, office material, etc.) shall be, without exception, included in the unit prices of the financial offer (see Appendix I.4 of this document). Travel time is not considered as working time and cannot be charged for. The consultant may propose a planning of his assignments in a way to control the travel costs. The Secretariat will, as far as possible, take this proposal into consideration.

For "OFF SITE" assignments, the consultant is allowed to provide consultancy or support services from his own office, whenever physical presence in Brussels has no added value for the assignment.

#### A.3.3. Availability of consultants

##### *A.3.3.1. Normal conditions*

The assignments will be determined following a planning. In order to organise efficiently travelling accommodations, the planning will be established in close cooperation between the Security Strategy and Risk Management unit department and the consultant(s), several weeks (or months) before the beginning of the assignment.

The consultant(s) shall be available in Brussels for any new assignment no longer than one calendar month after the request.

##### *A.3.3.2. Language*

The working languages for the consultancy services will be English:

- the contractor shall provide all deliverables (documents, reports, etc.) in English;
- the contractor shall make presentations in English;
- English shall be the preferred language used in contacts and meetings between the Secretariat and the contractor.

#### A.3.4. Subcontracting and subcontracting fee

The contractor may entrust specialised tasks (such as - indicatively, but not exhaustively- consultancy related to files of increased magnitude and technical complexity) to subcontractors in accordance with the provisions of art. II.10 of the General Conditions of the (draft) Framework Contract.

Subcontracting is authorised only with the prior agreement of the Secretariat (see also point B.3.4. below).

Coordination of the tasks carried out by subcontractors and service level (quality, time-limits, costs) for these tasks shall remain the contractor's responsibility.

The contractor is authorised to apply a coefficient not higher than the percentage mentioned in Appendix I.4 (heading "B") of this document on the total amount of subcontractor's invoice to calculate a fee chargeable to the Secretariat in order to cover overheads, coordination, insurance, performance guarantee and other relevant costs. The Secretariat reserves the right to ask a copy of invoice issued by the subcontractor to the contractor.

The minimum requirements for consultants described under point A.2.1 of this document apply - mutatis mutandis - to any subcontractor, unless the Secretariat agrees in writing to waive such requirements (e.g. during exceptional circumstances).

#### **A.4. Contract implementation modalities**

##### A.4.1. Security verification

The contractor's personnel involved in the implementation of this contract will have to undergo (at no cost to the Secretariat) the security verification procedure detailed in Annex V of the (draft) framework contract.

##### A.4.2. Request for an offer

Before the start of a project (assignment), the Secretariat will request the contractor by e-mail to submit an offer.

##### A.4.3. Offer

In the five following working days after the request, the contractor will send an offer by e-mail to the Secretariat including the following information:

- number of man-days necessary to perform the tasks,
- name(s) of the consultant(s) proposed,
- agenda and description of the assignment (who will do what and when),
- total price for the assignment in accordance with the terms of the framework contract (hourly rates set out in the financial offer (see Appendix I.4 of this document)).

##### A.4.4. Purchase Order

If the Secretariat agrees with the offer, a purchase order will be issued and sent to the contractor in the next 15 working days.

##### A.4.5. Logistical resources and means of communication

If the Secretariat requires on-site services by a consultant, logistical support will be provided. This support can include (indicatively, and not exhaustively): an access badge to the building, a working place, a computer and a phone line.

##### A.4.6. Transmission of documents

All documentation prepared by the contractor shall be provided to the Secretariat in an electronic form. The documents shall be provided in an editable electronic form (not in secured (.pdf) file for example).

##### A.4.7. Ownership of the results

Any results, patent, copyright or other intellectual property produced and delivered by the Contractor in performance of the Contract shall become the property of the Secretariat, which may use them as it sees fit, except where industrial or intellectual property rights already exist (ref. §II.13 of the (draft) framework contract). The Secretariat shall also be authorised to use images of the works carried out in non-commercial publications without even indicating the name of the author of the project.

## B. ADMINISTRATIVE PROVISIONS

### B.1. Specific features of the contract

#### B.1.1. Contracting authority

Council of the European Union  
General Secretariat  
Rue de la Loi/Wetstraat 175  
1048 Brussels, Belgium  
(hereinafter referred to as 'the contracting authority' or 'the Council')

#### B.1.2. Duration of the contract

Duration of the contract: a maximum of four years (initial period of two years, with a possibility of renewal for two one-year periods).

#### B.1.3. Division into lots

Not applicable.

#### B.1.4. Variants and options

Variants and options<sup>3</sup> shall not be permitted. Variants and / or options proposed by tenderers shall not be considered.

### B.2. Participation in the tender procedure

Participation in this tender procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties and to all natural and legal persons in a third country that has a special agreement with the European Union in the field of public procurement, under the conditions laid down in that agreement. Where the Multilateral Agreement on Government Procurement concluded within the World Trade Organization applies, participation in this call for tenders is also open to nationals of the countries that have ratified this Agreement, under the conditions it lays down.

### B.3. Evidence of access to procurement

The Legal Entity Form and supporting evidence must be provided by the tenderers.

#### B.3.1. Legal Entity Form and Evidence

- a) All tenderers and identified subcontractors must provide a signed Legal Entity Form with its supporting evidence, in order to prove their legal capacity and their status. The form is available at: <http://www.consilium.europa.eu/en/general-secretariat/public-procurement/>.
- b) Tenderers must provide the following information with the Legal Entity Form:
  - official supporting documents (register(s) of companies, official gazette, VAT registration, etc.)
  - for legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of that appointment if the legislation which applies to the legal entity concerned requires such publication. Evidence must be provided of any delegation of this authorisation to another representative not indicated in the official appointment;
  - for natural persons, proof of their status as a self-employed person (supporting documents concerning their social security cover and value added tax (VAT) status) and, where applicable, proof of registration on a professional or trade register or any other official document showing the registration number.

<sup>3</sup> Options are qualitative or quantitative extras, ancillary to the main purchase.

### B.3.2. Financial Identification Form and Evidence

The tenderer (or the designated single point of contact in case of a joint tender) must provide a Financial Identification Form and supporting documents. Only one form per offer should be submitted (no form is needed for subcontractors and other joint tenderers). The form is available at: <http://www.consilium.europa.eu/en/general-secretariat/public-procurement/>.

### B.3.3. Joint offers / Groupings / Consortia

- a) Groupings / consortia of two or more economic operators may submit a joint offer. Joint offers may include subcontractors, in addition to the joint tenderers.
- b) The grouping / consortium must state the name of the lead economic operator and the single point of contact during the procurement procedure.
- c) Each member of the grouping / consortium must provide the Legal Entity Form and supporting evidence (see point B.3.1 above) and the declaration concerning the exclusion / selection criteria (see points B.5.2 and B.5.3 below, as well as Appendix I.1 to this document). The exclusion criteria will be applied to each member of the grouping/consortium individually. The selection criteria will be applied to the grouping/consortium as a whole. Members of a grouping that do not meet the selection criteria individually shall indicate "NO" in the corresponding box in the declaration on exclusion / selection (see point B.5.3 below, as well as Appendix I.1 to this document).
- d) In addition, each member of the grouping / consortium must provide a document:
  - authorizing the lead economic operator to tender and to sign a contract on behalf of the grouping/consortium and to issue invoices on behalf of all members;
  - detailing the role each member of the grouping / consortium will play in performing the contract and stating the specific resources to be made available for the performance of the contract by each member;
  - stating explicitly that the members of the grouping / consortium are jointly and severally liable to the Contracting Authority and that they undertake jointly to perform the contract if it is awarded to them.
- e) Any change in the composition of the group / consortium during the procurement procedure may lead to rejection of the corresponding tender. Any change in the composition of the group / consortium after the signature of the contract may lead to the termination of the contract.

### B.3.4. Subcontracting

- a) Any intention to subcontract part of the contract must be clearly stated in the tender. Tenderers should provide:
  - a document stating clearly the identity, roles, activities and responsibilities of subcontractor(s) and specifying the intended volume/proportion of the work for each subcontractor;
  - a letter of intent by each subcontractor stating its unambiguous undertaking to collaborate with the tenderer in case of contract award and the extent of the resources that the subcontractor will put at the tenderer's disposal for the performance of the contract.
- b) Subcontractors must provide the legal entity form and supporting evidence (see point B.3.1 above and the declaration concerning the exclusion / selection criteria (see points B.5.2 and B.5.3 below, as well as Appendix I.1 to this document)).
  - The exclusion criteria will be applied to subcontractors individually.
  - The selection criteria will be applied to the tenderer / subcontractor(s) as a whole. Subcontractors that do not meet any of the selection criteria shall indicate "NO" in the corresponding box in the declaration on exclusion / selection (see point B.5.2 below as well as Appendix I.1 to this document).

- c) If the above-mentioned documents are not provided, the Contracting Authority shall assume that the tenderer does not intend subcontracting.

#### **B.4. Protocol on the privileges and immunities of the European Union**

The Protocol on the Privileges and Immunities of the European Union apply to this procurement procedure. The Contracting Authority is exempt from customs duties, indirect taxes and sales taxes, including value added tax (VAT), under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities and the relevant Member State legislation.

#### **B.5. Evaluation**

##### B.5.1. Evaluation steps

- a) The evaluation of offers will be based on the information provided by the tenderers. In addition, the Contracting Authority reserves the right to use any other information from public or specialist sources for verifying the exclusion and selection criteria. All information will be assessed in the light of the criteria set out in these tender specifications.
- b) The Contracting Authority will check that the Legal Identity Form (cf. point B.3.1 above) and Financial Identification Form (cf. point B.3.2 above) have been correctly filled in and that their supporting evidence is complete. If applicable, the documentation relating to joint offers / subcontractors will also be checked.
- c) The evaluation procedure will consist of the following steps, which will be carried out in no particular order.
- **Exclusion criteria:** verification of the signed declaration (Appendix I.1) stating that tenderers are not in one of the situations that would exclude them from participating in the procurement procedure (see point B.5.2 below);
  - **Selection criteria:**
    - Verification of the signed declaration (Appendix I.1) stating that tenderer meets the mandatory selection criteria relating to the economic/financial and technical capacity of tenderers (see point B.5.3 below);
    - Verification of evidence demonstrating conformity of the tenderer with the mandatory selection criteria relating to the economic/financial capacity of tenderers (see point B.5.3.b.i) below);
    - Verification of document Appendix I.2 and other requested evidence demonstrating conformity of the tenderer with the mandatory selection criteria relating to the technical capacity of tenderers (see point B.5.3.b.ii below);
  - **Award criteria:**
    - Verification of document Appendix I.3, declaring that the tender is in conformity with the minimum requirements set out in the technical specifications - including a technical offer (proposal for a team of at least one (1) consultant; each member of the proposed team must comply with the mandatory requirements described under point A.2.1 above);
    - Evaluation of tenders on the basis of the award criteria (see point B.6 below).

##### B.5.2. Exclusion criteria

- a) All tenderers shall provide a declaration on their honour (see Appendix I.1), duly signed and dated by an authorized representative of the tenderer, stating that they are not in one of the situations of exclusion listed in this declaration.
- b) The declaration on honour is also required by all members of a grouping / consortium and for all subcontractors.

- c) The successful tenderer shall provide the documents mentioned as supporting evidence<sup>4</sup> in Appendix I.1 before signature of the contract and within a deadline given by the Contracting Authority. This requirement applies to all members of a grouping/consortium in case of a joint tender and to identified subcontractors whose capacities will be relied upon to fulfil the selection criteria.

### B.5.3. Selection criteria

#### a) *General information*

- (i) Tenderers must prove that they meet the economic, financial and technical capacity requirements to perform the services set out in this call for tenders.  
In the case of joint offers / subcontractors, the selection criteria shall be applied to the grouping / consortium as a whole. The lead economic operator shall attach to the declaration on exclusion / selection criteria a breakdown per economic operator of how the selection criteria is fulfilled. This attachment giving details of the financial / economic / technical capacities of each economic operator on whom the tenderer relies to fulfil the selection criteria must be dated and signed by the legal representatives of the economic operator in question. The Contracting Authority will carry out a consolidated assessment to verify compliance with the minimum capacity levels set out in the selection criteria.
- (ii) The tenderer may rely on the capacities of other economic operators, regardless of the legal nature of the links it has with them.
- (iii) Any fraudulently or negligently misrepresented information required for the verification of the fulfilment of selection criteria shall constitute grave professional misconduct.

#### b) *Conditions for participation*

##### **(i) Economic and financial capacity**

**Condition:**

For each of the previous three financial years, the tenderer must provide proof of specific turnover (in the domain of SRM consultancy services) of a minimum of EUR 50.000 per year.

**Evidence:**

- (a) The tenderer's balance sheets or extracts from the balance sheets for at least the last three years for which accounts have been closed, where publication of the balance sheet is required under the law of the country in which the tenderer is established.
- (b) A statement of the tenderer's overall turnover and its turnover in respect of the services to which the contract relates (SRM consultancy services) for the previous three financial years.

##### **(ii) Technical capacity**

**1<sup>st</sup> Condition:**

The tenderer must dispose of at least one (1) consultant who has one or more of the following certificates in the domain of Risk Management: Master's degree, a postgraduate qualification (for example International Certificate in Enterprise Risk Management by IRM), a professional certificate (for example ISO 31000 Lead Risk Manager), other equivalent certificates.

**Evidence:**

The tenderer must complete Appendix I.2 and provide for each consultant a CV and proof of certification.

**2<sup>nd</sup> Condition:**

The tenderer must have completed (as a sole operator, in groupings / consortia, or as a subcontractor) at least 3 important assignments during the past 5 years, each one for a different client, in the domain of security risk management (SRM), where "important assignment" is defined in this context as comprising 30 man-days of work or more.

**Evidence:**

The tenderer must provide a certificate from each of the three clients with details of the services, man-days, dates and results of these assignments.

<sup>4</sup> Tenders may find more information about the required documents on the following website: <http://ec.europa.eu/markt/ecertis/login.do>

## B.6. Contract award modalities

### B.6.1. Award Method

The contract will be awarded to the Tenderer submitting the most economically advantageous tender (best price-quality ratio), while being in order and satisfying all the conditions laid down in these Tender Specifications and the appendices thereto.

### B.6.2. Award Criteria

The following table presents the award criteria and their maximum scores.

AWARD CRITERIA		POINTS (MAXIMUM)
P	Price	40
Q	Quality	60
<b>G</b>	<b>Overall Score</b>	<b>100</b>

### B.6.3. Evaluation of the technical offer / Quality Sub-Criteria

Evaluation of the technical offers shall be separate from the evaluation of the financial offers and shall be conducted first.

The evaluation of the technical offer shall be based on the analysis of award criterion "Q" (Quality) according to the qualitative sub-criteria set out in table below:

QUALITY SUB-CRITERIA		POINTS (MAX.)	MIN. THRESHOLD
Q1	Mandate and Commitment	3	1,5
Q2	Design of framework for managing security risk	6	3
Q3	Implementing Risk management	9	4,5
Q4	Monitoring and review of the framework	9	4,5
Q5	Continual improvement of the framework	6	3
Q6	Intelligence analysis and security threat assessments	6	3
Q7	Vulnerability analysis and security risk assessments	6	3
Q8	Security risk mitigation measures	6	3
Q9	Security audits and penetration tests	6	3
Q10	Training and awareness	3	1,5
<b>Total Award Criterion Q</b>		<b>60</b>	<b>30</b>

Each tender will, for each qualitative sub-criterion, be assigned a score reflecting the level of quality or performance attained for that sub-criterion on a scale in accordance with the scoring method ("verbal scale and scores") indicated below.

**In order to facilitate the evaluation of the technical tender, the tenderer must provide a descriptive document of maximum one separate A4 page per sub-criterion providing accurate answers to all of the questions for each sub-criterion.**

If the information supplied is insufficient to be able to evaluate a sub-criterion or if the proposed approach is unacceptable / non-compliant, the Secretariat reserves the right not to award a score for this sub-criterion.

**Tenders must score at least the minimum threshold of each sub-criterion (Q1, Q2, ... , Q10; see column "*Min. Threshold*" in the table above) and at least 50% of the maximum points of award criterion "Q" (i.e. not less than 30 points). Tenders that do not reach the aforementioned minimum quality thresholds will be rejected and will not be ranked.**

**B.6.3.1. Sub-criterion Q1: Mandate and Commitment**

This sub-criterion addresses - indicatively, but not exhaustively - the **integration of security risk management** in the overall management system of the Secretariat (cf. ISO 31000, paragraph 4.2) and an approach for the strategic and rigorous planning to achieve commitment at all levels needed.

*A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:*

Q1a) What particular approach does the tenderer propose?

Q1b) What are the advantages and how will they benefit the Secretariat's Security Risk Management?

Q1c) How does the tenderer facilitates effective implementation of the proposed approach?

<b>Verbal scale and scores [Q1]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q1a) a comprehensive, well documented methodology Ref.: Q1b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q1c) quality control measures towards effective implementation	3
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q1a) a comprehensive, well documented methodology Ref.: Q1b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q1c) quality control measures towards effective implementation	2,5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q1a) a comprehensive, well documented methodology Ref.: Q1b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q1c) quality control measures towards effective implementation	2
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q1a), ref.: Q1b) or ref.: Q1c). The remaining parameter is covered vaguely or not at all.	1,5
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q1a), ref.: Q1b) or ref.: Q1c). The remaining parameters are covered vaguely or not at all.	1
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

**B.6.3.2. Sub-criterion Q2: Design of framework for managing security risks**

This sub-criterion addresses - indicatively, but not exhaustively - **the design of a framework** for understanding and monitoring the Secretariat's internal and external context from a security risk management perspective, for the establishment and maintenance of a security risk management policy, which ensures accountability, authority and appropriate competence for managing security risks and which facilitates the integration of security risk management into the Secretariat's processes (and in particular the processes of the Secretariat's security services)), as well as for the development of the required resources (skills, competences, processes, methods, tools to be used for managing risk, for documenting processes and procedures, for information and knowledge management systems, for training programmes and for establishing communication and reporting mechanisms).

*A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:*

Q2a) What approach does the tenderer propose for the Secretariat for the design of the framework for managing security risks?

Q2b) What are the advantages and how will they benefit the Secretariat's security risk management from this framework?

Q2c) How does the tenderer ensure effective realisation?

<b>Verbal scale and scores [Q2]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q2a) a comprehensive, well documented methodology Ref.: Q2b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q2c) quality control measures towards effective implementation	6
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q2a) a comprehensive, well documented methodology Ref.: Q2b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q2c) quality control measures towards effective implementation	5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q2a) a comprehensive, well documented methodology Ref.: Q2b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q2c) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q2a), ref.: Q2b) or ref.: Q2c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q2a), ref.: Q2b) or ref.: Q2c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

#### **B.6.3.3. Sub-criterion Q3: Implementing Risk Management**

This sub-criterion addresses - indicatively, but not exhaustively - the approach for the implementation of the framework for managing security risks, the strategies and managing the timing for implementing the framework, the approach for the implementation and application of the security risk management policy, ensuring compliance with regulatory and legal requirements, ensuring that decision making and setting of objectives are aligned with the outcomes of risk management processes, the organisation and facilitation of information and training sessions, the organisation and facilitation of communications and consultations with stakeholders to ensure that the security risk management framework remains appropriate.

This sub-criterion addresses also the methods for the implementation of the risk management process and for ensuring that it is applied according to a risk management plan at all relevant levels and functions in the Secretariat.

*A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:*

Q3a) What approaches does the tenderer propose for implementing the security risk management framework?

Q3b) How will the tenderer's approach lead to a successful recovery of the activities of the Secretariat?

Q3c) How does the tenderer ensure effective implementation of the proposed approach?

<b>Verbal scale and scores [Q3]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q3a) a comprehensive, well documented methodology Ref.: Q3b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q3c) quality control measures towards effective implementation	9
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q3a) a comprehensive, well documented methodology	7,5

	Ref.: Q3b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q3c) quality control measures towards effective implementation	
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q3a) a comprehensive, well documented methodology Ref.: Q3b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q3c) quality control measures towards effective implementation	6
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q3a), ref.: Q3b) or ref.: Q3c). The remaining parameter is covered vaguely or not at all.	4,5
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q3a), ref.: Q3b) or ref.: Q3c). The remaining parameters are covered vaguely or not at all.	2
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

#### B.6.3.4. Sub-criterion Q4: Monitoring and review of the framework

This sub-criterion addresses - indicatively, but not exhaustively - measuring and monitoring, reviewing and reporting on performance and effectiveness of the security risk management process and on how well the risk management policy is being followed.

*A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:*

Q4a) What approach does the tenderer propose to assist the Secretariat in managing the performance of security risk management?

Q4b) How will the tenderer's methodology monitor and review the effectiveness of the Secretariat's risk management?

Q4c) How does the tenderer ensure effective implementation of the proposed approach?

Verbal scale and scores [Q4]		
Level	Assessment	Score
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q4a) a comprehensive, well documented methodology Ref.: Q4b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q4c) quality control measures towards effective implementation	9
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q4a) a comprehensive, well documented methodology Ref.: Q4b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q4c) quality control measures towards effective implementation	7,5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q4a) a comprehensive, well documented methodology Ref.: Q4b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q4c) quality control measures towards effective implementation	6
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q4a), ref.: Q4b) or ref.: Q4c). The remaining parameter is covered vaguely or not at all.	4,5
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q4a), ref.: Q4b) or ref.: Q4c). The remaining parameters are covered vaguely or not at all.	2
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

**B.6.3.5. Sub-criterion Q5: Continual improvement of the framework**

This sub-criterion addresses - indicatively, but not exhaustively - the question how based on the results of management and reviews, improvements in the secretariat's security risk management and the culture will be realised.

*A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:*

Q5a) What approach would the tenderer follow to assist the Secretariat with crisis management 'on-site' and 'off-site'?

Q5b) What are the advantages and how will they benefit the Secretariat's emergency response capabilities?

Q5c) How does the tenderer ensure effective implementation of the proposed approach?

<b>Verbal scale and scores [Q5]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q5a) a comprehensive, well documented methodology Ref.: Q5b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q5c) quality control measures towards effective implementation	6
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q5a) a comprehensive, well documented methodology Ref.: Q5b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q5c) quality control measures towards effective implementation	5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q5a) a comprehensive, well documented methodology Ref.: Q5b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q5c) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q5a), ref.: Q5b) or ref.: Q5c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q5a), ref.: Q5b) or ref.: Q5c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

**B.6.3.6. Sub-criterion Q6: Intelligence analysis and security threat assessments**

This sub-criterion addresses - indicatively, but not exhaustively - the approach, methods, tools for the efficient collection of information (information sources, collection techniques, processing, analysis and reporting) and for the making of threat assessments, for example about buildings, persons, events, countries. A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:

Q6a) What approach, methods, tools does the tenderer propose?

Q6b) What are the advantages and how will they benefit the Secretariat's capability for intelligence analysis and threat assessment?

Q6c) How does the tenderer ensure effective implementation of the proposed approach?

<b>Verbal scale and scores [Q6]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q6a) a comprehensive, well documented methodology Ref.: Q6b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat	6

	Ref.: Q6c) quality control measures towards effective implementation	
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q6a) a comprehensive, well documented methodology Ref.: Q6b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q6c) quality control measures towards effective implementation	5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q6a) a comprehensive, well documented methodology Ref.: Q6b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q6c) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q6a), ref.: Q6b) or ref.: Q6c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q6a), ref.: Q6b) or ref.: Q6c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

#### B.6.3.7. Sub-criterion Q7: Vulnerabilities and security risk assessments

This sub-criterion addresses - indicatively, but not exhaustively - the proposed approach, methods, tools for the efficient assessment of vulnerabilities and for the making of risk assessments, for example about buildings, persons, events, countries.

A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:

Q7a) What approach, methods, tools does the tenderer propose ?

Q7b) What are the advantages and how will they benefit the Secretariat's security risk management capabilities?

Q7c) How does the tenderer ensure effective implementation of the proposed approach?

Verbal scale and scores [Q7]		
Level	Assessment	Score
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q7a) a comprehensive, well documented methodology Ref.: Q7b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q7c) quality control measures towards effective implementation	6
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q7a) a comprehensive, well documented methodology Ref.: Q7b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q7c) quality control measures towards effective implementation	5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q7a) a comprehensive, well documented methodology Ref.: Q7b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q7c) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q7a), ref.: Q7b) or ref.: Q7c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q7a), ref.: Q7b) or ref.: Q7c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

**B.6.3.8. Sub-criterion Q8: Security risk mitigation measures**

A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:

Q8a) What approach would the tenderer follow to assist the Secretariat with security risk mitigation measures?

Q8b) What are the advantages and how will they benefit the Secretariat's risk mitigation capabilities?

Q8c) How does the tenderer ensure effective implementation of the proposed approach?

<b>Verbal scale and scores [Q8]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q8a) a comprehensive, well documented methodology Ref.: Q8b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q8c) quality control measures towards effective implementation	6
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q8a) a comprehensive, well documented methodology Ref.: Q8b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q8c) quality control measures towards effective implementation	5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q8a) a comprehensive, well documented methodology Ref.: Q8b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q8c) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q8a), ref.: Q8b) or ref.: Q8c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q8a), ref.: Q8b) or ref.: Q8c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

**B.6.3.9. Sub-criterion Q9: Security audits, penetration testing**

A descriptive document of maximum one A4 page must be provided by the tenderer, elaborating on the following aspects:

Q9a) What approach would the tenderer follow to assist the Secretariat with security auditing and penetration testing?

Q9b) What are the advantages and how will they benefit the Secretariat's security risk management?

Q9c) How does the tenderer ensure effective implementation of the proposed approach?

<b>Verbal scale and scores [Q9]</b>		
<i>Level</i>	<i>Assessment</i>	<i>Score</i>
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q9a) a comprehensive, well documented methodology Ref.: Q9b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q9c) quality control measures towards effective implementation	6
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q9a) a comprehensive, well documented methodology	5

	Ref.: Q9b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q9c) quality control measures towards effective implementation	
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q9a) a comprehensive, well documented methodology Ref.: Q9b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q59) quality control measures towards effective implementation	4
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q9a), ref.: Q9b) or ref.: Q9c). The remaining parameter is covered vaguely or not at all.	3
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q9a), ref.: Q9b) or ref.: Q9c). The remaining parameters are covered vaguely or not at all.	1,5
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

#### B.6.3.10. Sub-criterion Q10: Training and awareness

This sub-criterion addresses the proposed approach and methodology in order to achieve further improvement of the awareness, understanding and participation of the Secretariat's stakeholders and staff - as applicable - in security risk management-related activities, through - indicatively, but not exhaustively - cultural change, sensitisation, empowerment, training, etc.

A descriptive document of maximum three A4 pages must be provided by the tenderer, elaborating on the following aspects:

Q10a) What approach does the tenderer propose for Security Risk Management Awareness Raising and Training among the Secretariat's staff?

Q10b) How and why will this approach successfully result in cultural change at the Secretariat?

Q10c) How does the tenderer ensure effective implementation of the proposed approach?

Verbal scale and scores [Q10]		
Level	Assessment	Score
Outstanding	Tenderer demonstrates exceptional coverage of all of the three parameters: Ref.: Q10a) a comprehensive, well documented methodology Ref.: Q10b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q10c) quality control measures towards effective implementation	3
Excellent	Tenderer demonstrates solid coverage of all of the three parameters: Ref.: Q10a) a comprehensive, well documented methodology Ref.: Q10b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q10c) quality control measures towards effective implementation	2,5
Satisfactory	Tenderer demonstrates adequate coverage of all of the three parameters: Ref.: Q10a) a comprehensive, well documented methodology Ref.: Q10b) particular advantages (e.g. applicability, added value, ...) of this methodology for the Secretariat Ref.: Q10c) quality control measures towards effective implementation	2
Acceptable	Tenderer demonstrates coverage of two out of the three parameters: ref.: Q10a), ref.: Q10b) or ref.: Q10c). The remaining parameter is covered vaguely or not at all.	1,5
Unsatisfactory	Tenderer demonstrates coverage of one out of the three parameters: ref.: Q10a), ref.: Q10b) or ref.: Q10c). The remaining parameters are covered vaguely or not at all.	1
Poor	Tenderer provides insufficient information. None of the three parameters can be demonstrated adequately.	0

#### B.6.4. Evaluation of the financial offer

Following completion of the technical evaluation, the selected tenders will be subject to a financial evaluation.

The tender offering the lowest price will be attributed the maximum score for criterion "P", i.e. 40 points. Each one of the rest of the tenders will receive a score "P" inversely proportional to its quoted price, in accordance with the following formula:

$$P = [\text{Maximum number of points} = 40] * [\text{Lowest price among all tenders}] / [\text{Price of tender X}]$$

Financial offers must be drawn up using the 'Financial Tender Form' (Appendix I.4 to these Tender Specifications).

#### B.6.5. Global evaluation of the tenders

An overall score shall be calculated for each tender following the evaluations of the technical and financial tenders. The Secretariat shall, for each tender, calculate an overall score "G" using the following formula: **G = P + Q**

The tender with the best overall score (highest "G") shall be regarded as offering best price-quality ratio and, where more than one tender has the same overall score, it shall be the tender with the highest score in the financial evaluation.

### **C. LIST OF APPENDICES**

The documents listed below are attached to the Tender Specifications:

- Appendix I.1: Declaration on honour on exclusion and selection criteria
- Appendix I.2: Form for completion: Demonstration of conformity of the tenderer with the Selection Criteria (Technical Capacity)
- Appendix I.3: Form for completion: Demonstration of conformity of the tender with the tender specifications (Minimum Requirements)
- Appendix I.4: Financial Tender Form

### **D. CONTENTS OF THE OFFER**

All the documents and certificates listed below must be attached to the offer. The Secretariat reserves the right to reject offers for which the information provided is not sufficient.

Doc n°	Reference	Description
<b>Administrative Information</b>		
1	Invitation to tender, § I.1.a)	Covering letter Document about person(s) empowered to represent the tenderer
2	Administrative Provisions: § B.3.1	Legal Entity Form and Evidence
3	Administrative Provisions: § B.3.2	Financial Identification Form and Evidence
4	Administrative Provisions: § B.3.2 and B.3.4	<i>(on a case-by-case basis)</i> Documents required for Joint offers / Groupings / Consortia and / or Subcontracting
<b>Exclusion and selection criteria</b>		
5	Administrative Provisions: § B.5.2 (+ Appendix I.1)	Déclaration sur l'honneur relative aux cas d'exclusion et aux critères de sélection, signée par le représentant légal
6	Administrative Provisions: § B.5.3.b.i.(1)	(a) The tenderer's balance sheets or extracts from the balance sheets for at least the last three years for which accounts have been closed, where publication of the balance sheet is required under the law of the country in which the tenderer is established.  (b) A statement of the tenderer's overall turnover and its turnover in respect of the services to which the contract relates (SRM consultancy

		services) for the previous three financial years.
7	Administrative Provisions: § B.5.3.b.i.(2) (+ Appendix I.2)	(a) The tenderer must complete Appendix I.2 and provide for each consultant a CV and proof of certification.  (b) The tenderer must provide a certificate from each of the three clients with details of the services, man-days, dates and results of these assignments.
<b>Evaluation criteria</b>		
8	Administrative Provisions: § B.5.1 ("Award Criteria") + Appendix I.3	(a) Demonstration of conformity of the tender with the tender specifications (Minimum Requirements)  (b) Technical offer (proposal for a team of at least one (1) consultant who complies with the mandatory requirements described under point A.2.1 above); to this end, the tenderer will present the CV of each member of the proposed team and clearly detail the role of each member.
9	Administrative Provisions: § B.6.3	One descriptive document of maximum one separate A4 page per sub-criterion providing accurate answers to all of the questions for each sub-criterion.
10	Invitation to tender, § I.1.c) (+ Appendix I.4)	Financial Tender Form, duly completed and signed