

TENDER SPECIFICATIONS

Reference: OC/EFSA/HUCAP/2018/03

Subject: Leadership Development Programme/ Leadership Academy

Procurement procedure: Open call

Project/Process code: HuCap 06

Budget Line: 1420

Tender specifications purpose:

1. specify what EFSA is to buy under the contract resulting from this tender procedure
2. announce the criteria which EFSA will apply to determine the successful contractor among the offers received
3. guide tenderers to establish and dispatch their offer in the required form and time

These tender specifications will form annex 1 of the contract resulting from this tender procedure and will be binding during the contract implementation.

Additional guidance:

The economic operators wishing to submit an offer following this call for tenders are also invited to read the [EFSA Guidance for tenderers](#) available on the EFSA website. The general guidance aims to assist the potential tenderers in their understanding of EFSA procurement procedures and to complete the specific information contained in this tender specifications.

Submitting your tender on time:

Follow carefully the guidance in annex 2 "e-Submission quick reference guide for economic operators".

Do not wait until the last day to upload your offer. Responsibility rests with you to ensure that your tender is fully, completely and correctly uploaded before the time limit for receipt. Failure to respect the time limit for receipt will result in the rejection of your offer for non-compliance with the deadline for tenders.

Please note that offers sent via e-mail will be rejected.

Provide EFSA with feedback:

If you considered applying to this call for tenders but finally decided not to do so, your feedback and reasoning for such a decision would be very much appreciated. You should address your feedback to EFSAProcurement@efsa.europa.eu. Please note that your comments will be kept strictly confidential and will only be used for the purpose of improving future EFSA procurement calls.

INDICATIVE PROCEDURE TIMETABLE

Milestone	Date ¹	Comments
Launch date	20/09/2019	Date of publication being sent to OJ
Deadline for sending a request for clarification to EFSA	19/10/2018 at 14:30 (CET)	Attention: <i>Requests for clarification may only be submitted through the eTendering website as described in the Invitation Letter.</i>
"Receipt Time Limit" - Closing date and time for offers reception	29/10/2018 at 14:30 (CET)	See details in the Invitation letter. Please also refer to part 3 of the tender specifications "How to submit your offer – e-Submission application guide" and the e-Submission quick reference guide for economic operators, link provided in annex 2.
Opening session	30/10/2018	14:30hr, EFSA premises, Parma
Notification of the evaluation results	NOVEMBER 2018	Estimated. <i>Attention: outcome of the present procurement procedure will be communicated to all tenderers to the e-mail address indicated in their offer. Accordingly, the tenderers who have submitted offers under the present call are strongly invited to check regularly the inbox in question.</i>
Contract signature	DECEMBER 2018	Estimated

¹ All times are in the time zone of the country of the EFSA.

TABLE OF CONTENT

1.1	BACKGROUND	4
1.2	OBJECTIVES.....	4
1.3	TASKS, DELIVERABLES, TIMELINE AND PAYMENTS.....	12
1.4	INFORMATION ON THE CONTRACT	16
1.5	OWNERSHIP, INTELLECTUAL PROPERTY RIGHTS AND USE OF RESULTS	16
PART 2	EVALUATION - HOW WILL YOUR OFFER BE ASSESSED?	18
2.1	OPENING OF OFFERS	18
2.2	ORDER OF EVALUATION	18
2.3	GROUND FOR EXCLUSION	18
2.4	SELECTION CRITERIA	19
2.5	COMPLIANCE WITH TENDER SPECIFICATION AND MINIMUM REQUIREMENTS.....	21
2.6	AWARD CRITERIA	21
PART 3	- HOW TO SUBMIT YOUR OFFER – E-SUBMISSION.....	23
ANNEX 3	- DRAFT CONTRACT.....	26
ANNEX 4	- DECLARATION ON HONOUR ON EXCLUSION CRITERIA	26
ANNEX 5	- DECLARATION ON HONOUR ON SELECTION CRITERIA	26
ANNEX 6	- ADMINISTRATIVE DATA FORM	26
ANNEX 7	- SELECTION CRITERIA: SECTION 2.4B: CONFIRMATION OF NAMED TEAM MEMBERS MEETING SELECTION CRITERIA	26

PART 1 TECHNICAL SPECIFICATIONS - WHAT DOES EFSA NEED TO BUY THROUGH THIS PROCUREMENT PROCEDURE?

1.1 BACKGROUND

The European Food Safety Authority (hereinafter EFSA) is an EU-funded European agency that operates independently of the European Commission, the European Parliament and Member States. EFSA was established in 2002 following a series of food crises in the late 1990s as an independent source of scientific advice and communication on risks associated with the food chain. The Agency was formally established by the European Union under Regulation 178/2002 of the General Food Law.

The EFSA Strategy 2020 entails two strategic objectives: Build the EU's scientific assessment capacity and knowledge community and create an environment and culture that reflects EFSA's values.

In this context EFSA clearly states as core values:

- Openness;
- Innovation;
- Cooperation
- Independence
- Scientific excellence.

The Human Capital in EFSA is a strategic partner in achieving EFSA's core objectives by selecting, developing, engaging and retaining the right talents in alignment with EFSA's values, strategies and the needs of internal and external stakeholders.

1.2 OBJECTIVES

The aim of this procurement procedure is to conclude a framework contract for four years with one contractor. The framework contract will be implemented through specific contracts or order forms. The specific contract or order form will set out the specific conditions for performing the individual assignment.

The main objective of the present procurement procedure is to select a provider for the development and delivery of a Leadership Development Programme for EFSA's managerial community over the next four years.

The Managerial Community is a diverse group comprising of approximately 72 Managers, divided into three separate management layers: Senior Management (4 Heads of Departments and the ED), Middle Management (20 Heads of Unit) and Front Line (44 Team Leaders). The above population also includes 3 Programme Managers.

1.2.1 Specific Objectives

The specific objective is the development and delivery of a customised Leadership Development Programme for 3 differentiated managerial layers:

- Senior Managers
- Middle Managers
- Team Leaders

The programme or part of the programme can be followed by the 3 Programme Managers.

The programme should:

- Be designed with a systematic, pragmatic and holistic approach, accompanying individuals in their managerial journey at EFSA;
- Create value by offering activities that will fit with EFSA's organizational context and leadership development needs;
- Bridge EFSA's strategic goals with professional and personal development in the area of people management and leadership;
- Accompany managers throughout their journey to leadership through individual, group and organisational learning;
- Provide the participants with smart and innovative solutions to context-specific public sector challenges, emphasizing critical thinking, entrepreneurship, social responsibility, integrity, respect for diversity, and global orientation;
- Strengthen the leadership capacity supporting the 2025 strategic positioning of EFSA as a point of reference within the European Union for matters related to food, chemicals and environment;
- Shape and inspire EFSA's managers to be role models that work together to deliver as "one";
- Connect cutting-edge academic research with EFSA's daily leadership roles and organizational activities/complexities, developing a bridge between academic managerial research and its relevant applications in EFSA business context;
- Exchange ideas and experiences on adopting innovative approaches to enhance EFSA's organizational effectiveness and promote competition (cooperation and positive competition) to support the 2025 vision of EFSA professionals.

Among other objectives at individual level, it should also strengthen individuals' capacity to:

- Analyse and reflect on the own individual unique leadership style;
- Recognise and discuss leadership approach in the context of others, exploring emotional awareness and inter-personal communication to build efficient professional relationships and partnerships;
- Understand situational leadership styles in various professional contexts to meet the business and the people needs;
- Recognise and apply leadership and managerial skills for people development purposes;

Participants should obtain a certification upon completing the programme.

1.2.2 People management in EFSA

Managerial Competencies

Competences, i.e. “sets of behaviours that are instrumental in the delivery of desired results”, are developed for each managerial layer, as seen below:

Managerial Layer	Behavioural competencies	Technical competencies	Knowledge
Head of Department	<ol style="list-style-type: none"> 1. Working with others 2. Developing Direct Reports 3. Negotiating 4. Delegation 5. Managing Vision and Purpose 6. Political Savvy and Strategic Agility 7. Innovation Management 	<ol style="list-style-type: none"> 1. Align subject of expertise with business strategy 2. Sponsor projects 3. Manage human resources 4. Mentor employee and teams 5. Manage finances 6. Design job structure 7. Apply and ensure risk management 	<ol style="list-style-type: none"> 1. Strategic planning 2. Communication principles 3. Project management techniques 4. Business law 5. Business management principles 6. Risk management principles 7. Corporate social responsibility 8. Cost management 9. Financial forecasting 10. EU regulations
Head of Unit	<ol style="list-style-type: none"> 1. Working with others 2. Priority Setting and Planning 3. Managing and Measuring Work 4. Creativity 5. Developing Direct Reports 6. Negotiating 7. Delegation 	<ol style="list-style-type: none"> 1. Lead objectives, plans and operations of the Unit 2. Align subject of expertise with business strategy 3. Sponsor projects 4. Manage human resources 5. Mentor employee and teams 6. Manage finances 7. Apply and ensure risk management 	<ol style="list-style-type: none"> 1. Strategic planning 2. Communication principles 3. Project management techniques 4. Business law 5. Business management principles 6. Risk management principles 7. Corporate social responsibility 8. Cost management 9. Financial forecasting 10. EU regulations
Team Leader	<ol style="list-style-type: none"> 1. Working with others 2. Building effective teams 3. Motivating Others 	<ol style="list-style-type: none"> 1. Align subject of expertise with business strategy 2. Manage projects 	<ol style="list-style-type: none"> 1. Business processes 2. Strategic planning 3. Communication principles 4. Project Management

	4. Intellectual Horsepower 5. Creativity 6. Priority Setting and Planning 7. Managing and Measuring Work	3. Manage human resources 4. Mentor employee and teams 5. Manage finances 6. Develop internal policies and regulations 7. Improve processes	techniques 5. Risk management principles
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Managerial principles

Being a **people manager** at EFSA is about:

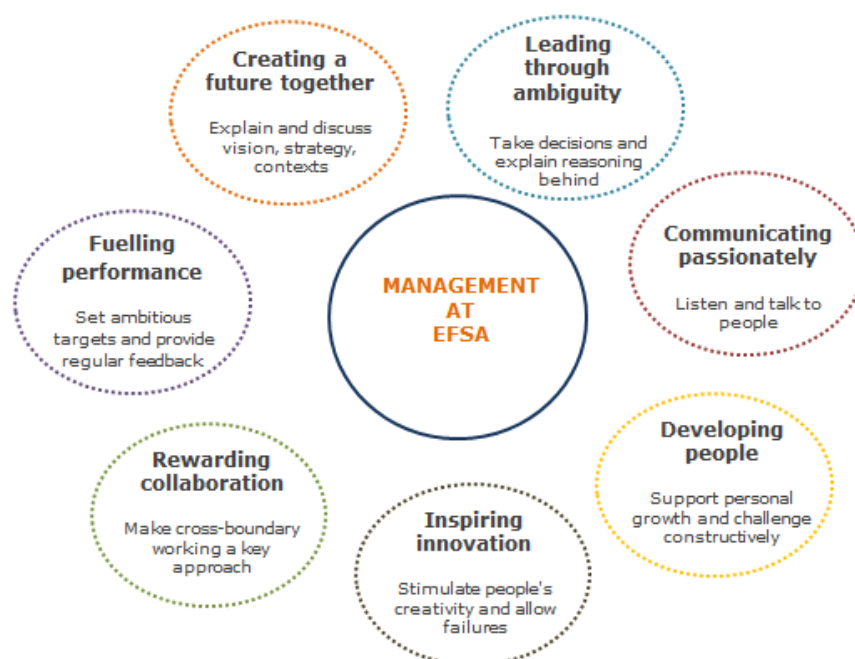
- Building EFSA's **capabilities**

Putting together a highly performing team is based on the ability to seize capabilities – to put the right people in the right job based on their strengths

- Sponsoring EFSA's **culture**

Building a strong organisational culture is in the hands of all EFSA's people, but a people manager and leader **walks the talk** of standing by the organisation's values and creating a culture that makes EFSA a desirable workplace.

Managers are called to do so by applying the below managerial principles:



The Leadership programme should aim at ensuring that managers:

- Meet the behavioural competencies for their role;
- Are enabled to apply the above managerial principles;
- Deliver results through people management.

1.2.3 Learning Methodology and Tools

- Face-to-face classes, alternating lectures with customized simulations and role-playing, case study discussions and group work
- Distance Learning sessions, webinars in a virtual classroom environment and online forums allowing participants to join synchronous and asynchronous classes and seminars directly from their premises
- The programme should adopt an active learning approach, based on a blend of face-to-face classes, case discussion, experimental learning, peer-to-peer knowledge sharing (both among participants and practitioners) and wrap-up sessions.

1.2.4 Minimum Requirements

The Leadership Development Programme should include the following:

- Pre-assessment (individual's assessment and per managerial layer)
- Class room training
- On line learning
- Coaching
- Team Facilitation and Organisational Transformation Practices
- Sourcing of relevant high calibre facilitators/speakers for developing and delivering leadership master classes and/or corporate managerial events
- Learning solutions from individual's assessment and 360 degree feedback process
- Practical and hands-on readings
- Development of a managerial community of practice through collaboration and peer to peer learning
- Evaluation of activities on training/ coaching/ managerial events
- Evaluation of the whole programme using a modern multiple level assessment methodology (e.g. Kirpatrick levels of evaluation)

The Leadership Development programme should have the characteristics of a comprehensive and continuous learning journey with a clear beginning and an end. The following consequence should be followed:

1. Pre- assessment of each manager and managerial layer
2. Development of a continuous leadership programme comprising of the above elements
3. Delivery of the programme
4. Award of certifications

5. Evaluation of the impact of the programme
6. Recommendations for further steps and actions

Each managerial layer should follow its own learning path (as derived from the assessment) but there should be coherence and interlinks between the different managerial learning paths so as to build a strong managerial community with a common level of knowledge and leadership expertise.

1.2.5 Details of the programme

▪ Content

The content of the Leadership programme will be determined by the assessment of each managerial layer against the behavioural competences, the managerial principles and the job profile. The contractor also needs to take into account EFSA's context, strategy, priorities and future challenges.

▪ Class room training

Class room training is a key component of the programme. Each learning path will comprise of several training modules delivered in a classroom/ face to face format either at EFSA's premises in Parma or at a venue within 150 km from EFSA.

Each managerial layer will have its specific modules to attend and in addition there will be common modules for all managerial community.

Each face to face training module is normally comprised of 2 working days and can be attended by a maximum of 25 participants.

▪ Leadership master classes and/or corporate managerial events

Leadership master classes and/or corporate managerial events are opportunities for the whole managerial community to discuss, reflect, and learn together. These events will be delivered outside EFSA's premises using high calibre business speakers.

▪ Online learning

The programme needs to be underpinned by self-paced studying throughout suggested e-learning and webinars. This will allow the participants to attend synchronous and asynchronous classes. The provider needs to use a Learning Management System where participants can join online courses, forums and access study material and further reading as a crucial element in creating a managerial community of practice. The learning management system will be also used for participants' course registration (face to face and online courses).

▪ Coaching

Coaching needs to be provided to selected managers based on the outcome of the assessment, the individual development plan and the participation to the programme. The coaching package is normally comprised of 6 hours (the contractors may suggest a different structure in the technical offer). Coaching can also be offered to newly appointed managers. The objectives of the coaching will be determined by the areas where the manager needs to maximise his/ her potential.

▪ Work assignments

The programme shall entail hands-on group work assignments which will offer the participants the opportunity to apply the knowledge gained to a specific work challenge. Work assignments shall be in groups of 6 participants and the contractor

shall provide a mentor who will guide the group towards applying the theory in EFSA's context.

▪ **Certification**

At the end of the programme a certification will be awarded to the participants who:

- a. Have attended at least 80% of the programme, and
- b. Have successfully contributed and completed the group work assignment.

1.2.6 Responsibilities of EFSA

Booking of rooms

When courses are inside EFSA's premises, EFSA will ensure that a training room, appropriate for the training in terms of size and technical equipment is booked.

Technical support

When the trainings are hosted at EFSA's premises in Parma, EFSA will provide the following general facilities:

- One meeting room for the full course (min. 25 seats) equipped with 1 PC, beamer/screens, audio/video, flip chart
- WiFi connection for individual PCs of the participants and trainers (at least in the main room and public areas)

The provision of catering services to the contractor and the participants in the training is not required and will not be provided by EFSA.

Cancellation from EFSA of a specific activity

- Up to 14 days before the activity: no charges
- From 13 days up to 4 days before the activity: 50% of the cost linked to this specific activity
- From 3 days up to the activity: 100% of the cost linked to this specific activity

1.2.7 Responsibilities of the contractor

The contractor is in charge of all course registrations and monitoring of attendance via an activity tracking system. The contractor has also the obligation to produce reports on course attendance at the end of each training activity and upon request and reports on any repeated or prolonged absence of participants.

For invoicing purposes the contractor shall provide all the evidence related to activities performed during the reference period. (e.g. tracking report).

All the activities and costs related to booking of rooms and technical support for courses outside EFSA's premises shall be organised and covered by the contractor.

Booking of rooms

When courses are outside EFSA's premises, the contractor will ensure that a training room, appropriate for the training in terms of size and technical equipment is booked.

Technical support

When the trainings are outside EFSA's premises the contractor will ensure that the below technical requirements are met and that technical support is available:

- one meeting room for the full course (min. 25 seats) equipped with 1 PC, beamer/screens, audio/video, flip chart;

- WiFi connection for individual PCs of the participants and trainers (at least in the main room and public areas)

The contractor has to provide catering services for the participants only for the managerial events.

Evaluation of activities on training/ coaching/ managerial events

The contractor will use a modern multiple level assessment methodology (e.g. Kirpatrick levels of evaluation).

Particularly, in terms of face to face training and especially for training courses consisting of multiple sessions the contractor needs to report on the quality of the activity (e.g. in terms of trainer, methodology, materials ect) just after its delivery. In case of low score in any of the set and agreed criteria the contractor will need to proceed with mitigation and improvement actions for the training sessions yet to be delivered.

Concerning the provision of coaching and online learning the contractor needs to produce a report on the quality of the activities and in case of dissatisfaction proceed with mitigation and improvement actions.

Penalties based on feedback on training/ coaching package/ managerial events

At the end of each activity (e.g. one face to face training, one coaching package, managerial event), the contractor will submit a report showing the feedbacks from the participants. The questionnaire will be agreed in advance between the contractor and EFSA before the first training/coaching/managerial event takes place. The evaluation grid will be between 1 and 10 (being 1 the lower score and 10 the maximum score). If for each specific activity the average score will be below 5, EFSA will reserve the right to apply a penalty of 30% of the cost of the specific activity.

Replacement of trainers/facilitators/coach

The contractor must ensure the delivery of the activities in all circumstances. Should the trainer(s)/facilitator(s)/coach not be available (e.g. illness or travel disruptions, etc) the contractor will need to ensure a suitable replacement (to be agreed beforehand by EFSA) in order to ensure the activity is delivered at the scheduled date and time.

Cancellation of activities

Failure to ensure the activity is delivered at the scheduled date and time, a penalty of 100% of the cost of this specific activity unless EFSA agrees to reschedule the activity.

Invoicing timeliness

The contractor shall submit the invoice together with the related deliverables within 15 working days after the end date of a group of activities/ activity as mentioned in the Specific contract/ order form (e.g. after one quarter)

EFSA reserves the right to apply EUR 100 of penalty to each delayed invoice

Availability of the platform (excluded planned maintenance)

On a quarterly basis, the contractor will send to EFSA a report about platform availability and access incident. EFSA reserves the rights to carry out independent platform availability controls.

If during the period of reference, the availability of the platform is less than 80%, EFSA reserves the right to apply EUR 400 penalties will be applied.

1.3 TASKS, DELIVERABLES, TIMELINE AND PAYMENTS

No	Tasks that may be ordered during the framework contract implementation	Can be subcontracted?	Deadline for finalisation
1	<p>Pre-assessment of each managerial layer (HoD, HoU, TLs) and Programme Managers as detailed in section 1.2 of the tender specifications</p> <p>The contractor should use assessment methods (e.g. interviews, questionnaires) to evaluate the extent to which each managerial layer meet the behavioural competences and lead based on the managerial principles.</p>	yes	5 months after the kick off
2	<p>Development of the programme (concept and design) as detailed in section 1.2 of the tender specifications</p> <p>Using the outcome of the pre-assessment (deliverable 1) and taking into account EFSA's context and future challenges the contractor will develop a Leadership Development Programme.</p>	No ²	Indicative duration 4 months
3	<p>Delivery of the programme – part A</p> <p>Delivery of first part of the programme will entail :</p> <ul style="list-style-type: none"> • Face to face training modules • Two managerial events • Coaching as assessed • Online learning <p>At the end of part A the contractor will submit a report entailing:</p> <ul style="list-style-type: none"> • Activities performed in comparison to the learning path • Activity tracking giving detailed lists of participants per learning activity • Summary of feedback from participants <p>Strengths and challenges of the programme and suggestions for improvements for part B</p>	Yes	Indicative duration 4 months (not applicable for managerial events)
4	<p>Delivery of the programme – part B (as detailed in section 1.2 of the tender specifications)</p> <p>Delivery of second part of the programme will entail :</p> <ul style="list-style-type: none"> • Face to face training modules • Two managerial events • Coaching as assessed • Online learning 	Yes	Indicative duration 12 months

² EFSA may require that certain critical tasks should not be subcontracted. Where this requirement is made, critical tasks must be clearly identified and limited.

	<p>At the end of part B the contractor will submit a report entailing:</p> <ul style="list-style-type: none"> • Activities performed in comparison to the learning path • Detailed lists of participants per learning activity • Summary of feedback from participants • Strengths and challenges of the programme and suggestions for amendments for part C 		
5	<p>Delivery of the programme – part C (as detailed in section 1.2 of the tender specifications)</p> <p>Delivery of the third part of the programme will entail :</p> <ul style="list-style-type: none"> • Face to face training modules • Online learning • Coaching as assessed • Two managerial events <p>As the end of part C the contractor will submit a report entailing:</p> <ul style="list-style-type: none"> • Activities performed in comparison to the learning path • Activity tracking giving detailed lists of participants per learning activity • Summary of feedback from participants • Strengths and challenges of the programme and suggestions for amendments for part D 	Yes	Indicative duration 12 months
6	<p>Delivery of the programme – part D (as detailed in section 1.2 of the tender specifications)</p> <p>Delivery of the last part of the programme will entail :</p> <ul style="list-style-type: none"> • Face to face training modules • Two managerial events • Coaching as assessed • Online learning • Group work place assignments with the support of a mentor • Award of certifications <p>At the end of part D the contractor will submit a report entailing:</p> <ul style="list-style-type: none"> • Activities performed in comparison to the learning path • Detailed lists of participants per learning activity • Summary of feedback from participants 	Yes	Indicative duration 9 months

7	Final programme evaluation (as detailed in section 1.2 of the tender specifications)	No	Maximum duration 3 months
No	Deliverables		
1	Outcome of the pre-assessments <ul style="list-style-type: none"> Report A : an individual report for each manager which will be shared with him/her Report B : a report summarising the outcome of the assessment per managerial layer 		To be defined in the specific contract or order form
2	Development of the Programme (concept and design) Report on Leadership Development Programme which will consist of a three year learning path for each managerial layer (HoDs, HoUs, TLs). Each learning path will entail elements of class room learning, managerial events, coaching, online learning, assignments as specified in each part of the programme If satisfaction is not reached, EFSA reserves the right to provide formal feedback/ comments on the programme and include any amendments/improvements before the implementation of the programme		To be defined in the specific contract or order form
3	Face to face training modules (in EFSA premises or outside) including award of certification at the end of the whole programme		To be defined in the specific contract or order form
4	Managerial events		To be defined in the specific contract or order form
5	Coaching		To be defined in the specific contract or order form
6	Online learning		To be defined in the specific contract or order form
7	Mentoring of group work place assignments		To be defined in the specific contract or order form
8	During the delivery of the programme, at the end of each specific contract or order form, a report should be delivered summarising the following: <ul style="list-style-type: none"> Activities performed in comparison to the learning path Detailed lists of participants per learning activity Summary of feedback from participants Strengths and challenges of the programme and suggestions for amendments for following part of the programme 		To be defined in the specific contract or order form

9	Final evaluation report that will provide information on <ul style="list-style-type: none"> The extent to which the programme delivered its objectives The effectiveness and impact of the programme The return of investment of the programme Recommendations for further activities 	To be defined in the specific contract or order form
No	Meetings	Deadline for finalisation
1	kick off meeting (tele-meeting) During this meeting, in addition to project operational implementation if needed, administrative and financial matters related to contract implementation will be discussed.	Within 10 days after the entry into force of the contract or order form
2	Any tele-meeting as needed	To be defined in the specific contract or order form
No	Payments	Linked to approval by EFSA of deliverable No
NA	The payment modalities applicable to each specific contract or order form are detailed in the draft framework contract. Activity tracking reports for face to face training/ coaching packages/ online activities/ managerial events shall be provided together with the invoice by the supplier. Regarding the payment related to access to online platform, it will take place upon activation.	NA

Indicative time plan of the whole programme

Estimated overall timeline of the programme			
Year	Estimated Timing	Duration in months	Activity
1	Dec 2018 - April 2019	5	Pre- Assessment (task 1 above)
	May - Aug 2019	4	Development of programme (task 2 above)
	Sep - Dec 2019	4	Delivery of part A (task 3 above)
2	Jan - Dec 2020	12	Delivery of part B (task 4 above)
3	Jan - Dec 2021	12	Delivery of part C (task 5 above)
4	Jan - Sep 2022	9	Delivery of part D (task 6 above)
	Oct - Dec 2022	3	Evaluation report (task 7 above)

IMPORTANT ON IMPLEMENTATION OF THE FRAMEWORK CONTRACT:

For tasks 1 and 2, it is expected that EFSA issues one specific contract or order form for each task. For the other tasks, EFSA may issue each year several specific contracts or order forms per task in order to cover one or more deliverables.

The working language for the contract implementation: execution of tasks, meetings and deliverables shall be English.

1.4 INFORMATION ON THE CONTRACT

Type of contract: framework contract (FWC)

Type of FWC: single FWC

Nature of expense: services

Duration of FWC: one year + automatic renewal up to 3 times for an overall maximum duration of four consecutive years.

Budget information: The financial ceiling available for specific contracts or order forms under the framework contract during an overall maximum period of four consecutive years is 775.000 €. A contingency of 10% and possible price indexations are already included in this ceiling.

Price indexations Indexation will be applicable to consultancy services daily rates: the daily rates proposed in the offer of the winning tenderer will be allowed for indexation as of the second contract year following the rules stipulated in the draft FWC.

Possible increase of FWC envelope By virtue of Annex I, Section 2, article 11.1 e) of the Financial Regulation,, EFSA reserves the option to launch further negotiated procedure, with the contractor chosen as a result of the present call for tender, for new services consisting in the repetition of similar services during the three years following the signature of the original contract. The increase will not go beyond 50% of the original envelope of 775.000 €.

As regards the mechanism of implementation of the FWC please refer to the [EFSA Guidance for tenderers](#) available at EFSA website.

1.5 OWNERSHIP, INTELLECTUAL PROPERTY RIGHTS AND USE OF RESULTS

SPECIFIC INFORMATION ON INTELLECTUAL PROPERTY RIGHTS:

As regards any product or delivery commissioned by EFSA and developed by the contractor in the context of the contract resulting from this call for tenders as well as source codes of IT applications and models developed for EFSA, the intellectual property rights will be owned by EFSA only, in its capacity as financial source of the contract. The

contractor cannot file a trademark, patent, copyright or other IPR protection scheme in relation to any of the results or rights obtained by EFSA in performance of the contract, unless the contractor requests EFSA ex-ante authorisation and obtains from EFSA a written consent in this regard.

In addition, the contractor selected as a result of the present procurement procedure shall be solely responsible and liable for the following:

- To ensure that terms and conditions asserted by any copyright holder of publications or information referred to in the final deliverable for EFSA are fully satisfied;
- To make the necessary arrangements enabling EFSA to reproduce and make non-commercial use of publications and information referred to in the final deliverable it commissioned. As needed, the contractor shall consult with copyright licensing authorities (i.e. at national level) for guidance on purchasing copyright licenses to reproduce any publications provided to EFSA. The contractor remains solely responsible and liable for obtaining all necessary authorizations and rights to use, reproduce and share the publications provided to EFSA

PARTS OF RESULTS PRE-EXISTING THE CONTRACT

If the results are not fully created for the purpose of the contract this should be clearly pointed out in the tender. Information should be provided about the scope of pre-existing materials, their source and when and how the rights to these materials have been or will be acquired.

EFSA does not acquire ownership or any license of pre-existing rights not incorporated in the deliverables. The full ownership is limited to the deliverables, which might include licensed pre-existing rights on excerpts, parts, texts etc., if fully or partially incorporated in the final deliverables.

The draft contract attached in **Annex 3** contains further provisions on ownership of intellectual property rights. All quotations or information the tenderer provides in the technical and financial offer for EFSA which originates from other sources to which third parties may claim rights, have to be clearly marked in the offer in a way allowing easy identification (source publications, including date & place, creator, number, full title etc.). The tenderer shall take account of the above specification on ownership and copyrights in their technical and financial offer.

Use of results

EFSA is committed to the publication of contract deliverables in the Knowledge Junction in order to improve transparency, reproducibility and evidence reuse. The [Knowledge Junction](#)³ runs on the EU-funded Zenodo research-sharing platform where uploaded items receive a unique Digital Object Identifier to make them citable. Any part of the output resulting from this contract may be published (at EFSA's discretion) on the Knowledge Junction with attribution to the contractor.

³ Learn more at <http://www.efsa.europa.eu/en/press/news/161114>

PART 2 EVALUATION - HOW WILL YOUR OFFER BE ASSESSED?

In case you apply as a group of economic operators in a joint offer or if your offer envisages the use of subcontractors, please also refer to the [EFSA Guidance for tenderers](#).

2.1 OPENING OF OFFERS

The main aim of the public opening session is to check whether the offer received was dispatched within the closing date for tender receipt⁴ and that the tenders are electronically protected until the official opening.

2.2 ORDER OF EVALUATION

Tenderers should note that the content of their offers will be assessed in the following pre-defined order: Exclusion criteria (Access to EU Market); Selection criteria (Technical & Professional capacity); Compliance with tender specifications; Award Criteria (Quality and Price).

Following the above assessment and identification of the winning tender, the following will be assessed only for the tenderer proposed for contract award: Selection criteria; Exclusion criteria (Declaration on Honour on exclusion criteria); Selection criteria (Declaration on Honour on selection criteria).

2.3 GROUNDS FOR EXCLUSION

The offers declared admissible during the opening session will be further verified against the eligibility and the exclusion criteria.

As regards the eligibility of the tenderers to submit an offer following this call please refer to the [EFSA Guidance for tenderers](#) available at EFSA website. Only offers from tenderers established in eligible countries will be allowed to the next step of the evaluation – exclusion criteria verification.

Tenderers must not be in one of the exclusion situations listed in the [EFSA Guidance for tenderers](#) available at EFSA website.

Evidence requested in the offer:

Tenderers must declare that they are not in one of the exclusion situations by providing a signed and dated Declaration on Honour on exclusion criteria, available in **Annex 4**. In case of a joint offer from a group of economic operators, such declaration should be submitted for each member of the group. Evidence may be requested in support of this declaration to the successful tenderer.

For info: EFSA will request further supporting evidence, from the awarded tenderers, prior to the signature of the framework contract. Such requested evidence will be specified in the award letter and will have to be provided to EFSA before the framework contract is signed.

⁴ **Do not wait until the last day to upload your offer. Responsibility rests with you to ensure that your tender is fully, completely and correctly uploaded before the time limit for receipt. Failure to respect the time limit for receipt will result in the rejection of your offer for non-compliance with the deadline for tenders.**

2.4 SELECTION CRITERIA

The offers from tenderers declared eligible and not in one of the exclusion situations will be further verified against the selection criteria.

A) ECONOMIC AND FINANCIAL CAPACITY:

The tenderer must have the following economic and financial capacity to perform the contract, in particular the tenderer must have generated an overall annual turnover of at least 385.000 € in each of the last 2 closed financial years (2017, 2016).

Evidence requested in the offer:

Tenderers must declare that they fulfil the economic and financial criteria indicated above by providing a signed and dated Declaration on Honour on selection criteria, available in **Annex 5**. In case of a joint offer from a group of economic operators, such declaration should be completed by the leading partner.

EFSA will request further supporting evidence (proof of annual turnover), from the awarded tenderer, prior to the signature of the framework contract. Such requested evidence will be specified in the award letter and will have to be provided to EFSA before the framework contract is signed. The evidence will be evaluated on a consolidated basis.

B) TECHNICAL AND PROFESSIONAL CAPACITY:

The tenderer must have the technical and professional capacity to perform the contract in accordance with the specifications below. In accordance with article 104 of the recitals of the Financial Regulation, if EFSA, based on the assessment of the technical and professional capacity evidence, as well as on the reaction from the tenderer to the identification of a source of professional conflicting interest, concludes that the tenderer has a professional conflicting interest that it is not in a position to prevent its occurrence, and therefore that it does not possess the professional capacity to perform the contract to an appropriate quality standard, the tenderer shall be rejected.

The tenderer must have the following **minimum professional capacity** to perform the contract:

- a) The tenderer must have extensive and demonstrable experience in the provision of services described in the technical specifications, and
- b) Ability to provide a team of experts compliant with these specific expertise requirements:
 - 1 Project Manager with at least 7 years' experience in the management of managerial and organisational development learning programmes
 - 15 experts in the area of coaching with at least 10 years of proven experience
 - 15 experts in the area of management development with at least 5 years' experience, out of which at least 3 experts with experience in content design concerning management development and strategic leadership programmes with at least 3 years' of experience
 - 5 high calibre speakers/facilitators with at least 10 years of proven experience in the area of management development and organisational development
- c) The team of experts must have each expert individually an excellent level of spoken and written standard UK English. For non-native speakers, this should

be demonstrated by an Official certificate of English proving a C1 level OR at least 3 years of work in an English-speaking environment

The tenderer must have the following **minimum technical capacity** to perform the contract

- d) The tenderer must provide availability of premises with the following requirements: at least one auditorium with a capacity of minimum 90 people, wifi connections and interactive dashboards; at least 2 training rooms for face-to-face learning activities and workshops with a capacity of minimum 25 people seated; the facilities must be reachable from Parma with maximum surface distance of 150 kms
- e) the tenderer must have a modern on-line learning environment enabling distance learning, activity tracking, on-line registrations, digital collaboration, access to learning material, on-line assessments, instant polls and on-line surveys. The platform does not need to be customised for EFSA.

<u>For requirement a):</u>	A list of 2 major relevant projects related to the subject of this assignment carried out in the course of the past 5 years.
<u>For requirements b) and c):</u>	Annex 7: Confirmation of named team members meeting selection criteria At least the CV of the proposed Project Manager (EFSA strongly recommends submitting the CVs in the EU CV format which can be accessed here).
<u>For requirement d):</u>	A declaration stating that they can provide availability of premises satisfying EFSA requirements listed in point d) of the minimum technical capacity
<u>For requirement e):</u>	A declaration stating that they have access to an on-line learning environment

With the exception of declarations of interest, evidence must be included in the offer for partners in a joint offer and/or subcontractors only if the capacity of those entities is necessary to satisfy the minimum technical and professional capacity requirements.

GENERIC EVIDENCE COMMON FOR ALL SELECTION CRITERIA:

1	Declaration on Honour on selection criteria available in Annex 5 To be completed by the tenderer or by the leading partner in case of a joint offer.
2	Confirmatory statement of resources In case of a joint offer from a group of economic operators and/or in case of subcontracting, the tenderer must provide a statement confirming that they will have at their disposal the resources necessary for performance of the contract by producing a commitment on the part of those entities (i.e. each partner in a joint offer and/or each subcontractor).
3	Allocation of tasks between the partners/subcontractors In case of a joint offer from a group of economic operators or in case of subcontracting, the tenderer should provide a statement clearly defining the allocation of tasks between the entities.

Please note that you do not have to submit any of the above-mentioned evidence if already submitted to EFSA in response to any previous EFSA call, provided the evidence is exactly the same as requested in these tender specifications. If you avail yourself of this possibility, you have to specify the reference of the EFSA call for tenders under which you have already submitted the evidence to EFSA.

EFSA has the right, during the evaluation process, to request further evidence on the tenderer's compliance with the economic, financial, technical and professional capacity requirements.

2.5 COMPLIANCE WITH TENDER SPECIFICATION AND MINIMUM REQUIREMENTS

Your offer will be assessed for compliance with the tender specifications before its assessment against the award criteria.

Tenders are considered not to comply with the tender specifications and are therefore to be rejected if they:

- do not comply with minimum requirements laid down in the tender specifications (non-compliance);
- propose a solution different from the one that is imposed;
- propose a price above the fixed maximum set in the specifications;
- are submitted as variants, when the specifications do not authorise them;
- do not comply with applicable obligations under environmental, social and labour law established by Union law, national law and collective agreements or by the international environmental, social and labour law provisions listed in Annex X to Directive 2014/24/EU⁵.

In all these cases, the ground for rejection is not linked to the award criteria so there is no evaluation as such. The tenderer will be informed of the ground for rejection without being given feedback on the content of the tender other than on the non-compliant elements.

2.6 AWARD CRITERIA

Tenders will be evaluated against the below defined award criteria. The award criteria serve to identify the **most economically advantageous offer**.

A) QUALITY AWARD CRITERIA

1. SUBMISSION OF A SAMPLE OF A LEARNING PATH PER MANAGERIAL LAYER (30 points - minimum threshold 60%)

- The didactical value:
 1. Relevance to behavioral competences and managerial principles **10 points**
 2. Engagement and motivation **10 points**
 3. Innovation element **10 points**

2. METHODOLOGY and FORMAT PROPOSED FOR THE DELIVERY of the SERVICES (40 points - minimum threshold 60%)

⁵ OJ L 94 of 28.03.2014, p. 65

- Methodologies proposed to ensure didactical value of the whole programme (relevance, right level of complexity, engaging) **20 points**
- Format and event management methodology proposed for key events with high caliber speakers **10 points**
- Aesthetic, functional characteristics of the on-line and digital Learning Environment proposed **10 points**

3. PROFESSIONAL SERVICES PROPOSED TO GUARANTEE QUALITY OF DELIVERABLES (30 points - minimum threshold 60%)

This is to assess the quality assurance mechanisms put in place to guarantee the high quality of deliverables:

- Role of project team leader in quality assurance; **15 points**
- Special additional measures for quality assurance of the deliverables and of the overall customer care system proposed for this particular project; **10 points**
- Learning administration, technical support and customer care; **5 points**

The sum of all quality award criteria gives a maximum possible total of 100 points.

Tenderer shall elaborate in the technical offer on all points addressed in the technical specifications, bearing also in mind the above indicated award criteria, in order to score as many points against the quality award criteria as possible. The mere repetition of mandatory requirements set out in the technical specifications, without going into detail or without giving any added value in the technical offer, will only result in a very low score. It is recommended that the overall length of the offers shall not exceed the limit of 50 pages.

Offers must score at least **60% for each criterion**, and at least **70 % of maximum possible total points** against the quality award criteria.

Tenders that do not reach these minimum quality thresholds will be eliminated from the subsequent stages of the evaluation process.

B) PRICE AWARD CRITERION:

Tenders which passed the above quality thresholds will be retained for the further assessment of the following:

- the price offer is made within the maximum budget for financial offers indicated in the tender specifications and;
- the financial offer satisfies the formal requirements of the tender specifications.

C) THE BEST PRICE-QUALITY RATIO:

- The tenders for which the financial offers were made within the stipulated range/maximum budget for financial offers and satisfied the formal requirements indicated in the tender specification will be retained for the identification of the tender with the best price-quality ratio based on the formula:

TOTAL SCORE OF THE EVALUATED OFFER (C) =

30 * Cheapest price offer/price of tender X

+

70 * Total quality score (out of 100) for all quality award criteria of tender X/100

PART 3 - HOW TO SUBMIT YOUR OFFER – e-SUBMISSION APPLICATION GUIDE

You must submit your tender electronically via the e-Submission application available from the e-Tendering website before the time limit for receipt of tenders.

The e-Submission application allows economic operators to respond to call for tenders by preparing their tenders electronically in a structured and secured way, and submitting their tenders electronically. The e-Tendering is the starting point for launching the e-Submission application.

Make sure you submit your tender on time: you are advised to start completing your tender early. To avoid any complications with regard to late receipt/non receipt of tenders within the deadline, please ensure that you submit your tender several hours before the deadline. A tender received after the deadline indicated in the procurement documents will be rejected.

How to Submit your Tender in e-Submission

You can access the e-Submission application via the corresponding call for tender in TED e-Tendering, as specified in the Invitation Letter.

In order to have access to e-Submission, you will need to "Subscribe to call for tenders" on TED e-Tendering first. To subscribe, you will need to login with your an [EU Login](#)⁶. In case you don't have an [EU Login](#), you can [create an account](#) at any moment. For more information see the [EU login help](#). After logging in with your EU Login password, the e-Tendering will then display a button 'submit your tender' and you will be able to access the e-Submission.

Information to be filled in

In the e-Submission application, fill in and upload all necessary fields and documents as appropriate. All tenders must be clear, complete and consistent with all the requirements laid down in the tender specifications, including:

- **Signed declaration on Honour on Exclusion criteria.** All members of a joint tender, including subcontractors – if applicable – must upload the signed and dated declaration on honour on exclusion criteria using the template available in Annex 4.
- **Signed declaration on Honour on Selection criteria.** In case of a joint offer from a group of economic operators, such declaration should be completed by the leading partner using the template available in **Annex 5**.
- **Exclusion criteria.** If requested in the tender specifications, the tenderer and all members of a joint tender including subcontractors – if applicable – must provide the documentary evidence for exclusion criteria,
- **Selection criteria.** If requested in the tender specifications, the tenderer and all members of a joint tender including subcontractors – if applicable –, must provide the documentary evidence for selection criteria

⁶ Previously called European Commission authentication system (ECAS)

- **Technical tender.** It must address all the requirements laid down in the tender specifications
- **Financial tender** The complete financial tender, including the breakdown of the price as provided in the tender specifications

For detailed instructions on how to submit your tender, consult the Quick Reference Guide for Economic Operators where you will find:

- Technical requirements to use e-Submission
- Step-by-step guide to help you submit your tender
- Important advices and information on how to get technical support

Please make sure all required documents and evidence are submitted with your tender.

Documents to be signed and dated while creating your Tender

The following documents must be signed and dated during the creation of your tender in e-Submission:

- **Declaration on honour(s).** All members of a joint tender, including subcontractors must sign and date the declaration on Exclusion criteria. Only the leader in a joint tender must sign and date the declaration on Selection criteria. The declaration on honour(s) must be converted to PDF format and then signed by the authorised representatives with advanced electronic signature based on qualified certificates or by hand.
- **Tender Report.** This report is generated by e-Submission while you are completing your tender and it contains the list of documents that you submit. The sole tenderer's or leader's authorised representative(s) must sign the report.

You **must send** the signed Tender Report to the email address indicated in the paragraph below (Contact), stating the reference to the call for tenders and the Tender ID.

Re-submission of a tender

After submitting a tender, but within the time limit for receipt of tenders, you may still submit a new version of your tender. **If you submit a new Tender you must include all your Tender documents, including the Qualification and Tender documents.**

You must formally notify EFSA that the previous tender is withdrawn. The notification letter must be signed by the legal representative who signed the original tender stating the call reference and the Tender ID you wish to withdraw. The notification must be uploaded in e-submission together with the new version of all tender documents. You are kindly requested to also e-mail the notification letter to EFSAProcurement@efsa.europa.eu.

Withdrawal of tenders

If after submitting a tender, you wish to completely withdraw your tender, you must formally notify EFSA that you wish to withdraw your submitted Tender(s) as indicated above.

Alternative tender

You are entitled to send several tenders to one call for tenders.

Deadline for receipt of tenders

The tender (including all documents) must be fully uploaded and received before the deadline for receipt of tenders indicated in the invitation to tender.

Please note that you are responsible to ensure that your full tender reaches the destination in due time.

In case of problems with the submission of the electronic tender, we recommend that you call the helpdesk in reasonable time before the time limit for receipt. The time it takes to submit the tender and upload all your documents may vary considerably depending on the number of concurrent submissions by other economic operators, the size of your tender and the type of internet service you are using. We recommend that you upload the documents the day before the deadline.

If the contracting authority detects technical faults in the functioning of the electronic equipment used for submitting and receiving tenders due to which it is impossible to electronically submit and receive tenders, you will be informed of the extension of the time limit by the contracting authority at the e-Tendering link.

For more information or technical support on e-Submission, please visit the [e-Submission help site](#).

Contact

- The original hand signed tender report must be scanned and sent by email immediately after submission, to the following address: EFSAProcurement@efsa.europa.eu.
- Notifications for re-submission or withdrawal of tenders must be sent to: EFSAProcurement@efsa.europa.eu

When communicating state the reference to the call for tenders and, if applicable, the Tender ID.

ANNEX 1 - FINANCIAL OFFER TEMPLATE (see enclosed excel)

ANNEX 2 - E-SUBMISSION QUICK REFERENCE GUIDE FOR ECONOMIC OPERATORS - The guide can be viewed [here](#).

ANNEX 3 - DRAFT CONTRACT

Tenderers should note that in the event that their offer is successful, the resulting contract will be based on the model annexed to these tender specifications.

ANNEX 4 - DECLARATION ON HONOUR ON EXCLUSION CRITERIA

ANNEX 5 - DECLARATION ON HONOUR ON SELECTION CRITERIA

ANNEX 6 – ADMINISTRATIVE DATA FORM

ANNEX 7 – Selection Criteria: section 2.4B: Confirmation of named team members meeting selection criteria

The templates are uploaded in e-Tendering with all other procurement