



Framework contract for the setting-up of the EEA Competence based management system – 3 lots: EEA Competency services (lot 1); 360° Assessments (lot 2); and ancillary HR-related services (lot 3)

Reference: Open call for tenders EEA/ADS/14/006

Closing date: 13.2.2015

1. Introduction to EEA

The European Environment Agency (EEA) is a European Union public body governed by Regulation (EC) No 401/2009 of the European Parliament and of the Council of 23 April 2009¹. The EEA role is to support the European Union in the development and implementation of environmental policy by providing relevant, reliable, targeted and timely information on the state of the environment and future prospects. The EEA also provides the necessary independent scientific knowledge and technical support to enable the Union and the member countries to take appropriate measures to protect and improve the environment as laid down in the Treaty and by successive Community action programmes on the environment and sustainable development. Currently, the EEA has 33 member countries (the Member States of the European Union, Iceland, Liechtenstein, Norway, Switzerland and Turkey).

The EEA is the hub of the European Environment Information and Observation Network (Eionet), a network of around 350 organisations across Europe, through which it collects and disseminates environment-related data and information, including European Topic Centres. The EEA and Eionet contribute to the European Shared Environmental Information System (SEIS), a distributed, integrated, web-enabled information system based on a network of public information providers sharing environmental data and information. It builds on existing e-infrastructure, systems and services in the Member States and EU institutions.

There are approximately 230 staff members working at the EEA. These staff members come from a wide range of national, professional and cultural backgrounds. Their functions at the EEA vary from environment-related research and data-analysis to administrative or managerial tasks.

Staff members employed by the EEA are subject to the Staff Regulations and the Conditions of Employment of Other Servants of the European Union (Regulation (EEC, Euratom, ECSC) No 259/68 of the Council of 29.2.1968 (OJ L 56/1 of 4.3.1968) as last amended by Regulation (EU, Euratom) No 1023/2013 of the European Parliament and of the Council of 22.10.2013 (OJ L 287/15 of 29.10.2013). EEA staff members are not subject to national employment law.

Further information about the work of EEA can be obtained on its website: <http://www.eea.europa.eu>.

¹ OJEU L 126 of 21.5.2009, p. 13.

2. Presentation of the tender

Tenders shall be submitted in accordance with the **double envelopes system**:

The outer envelope or parcel should be sealed with adhesive tape and signed across the seal and carry the following information:

- The call for tenders reference No **EEA/ADS/14/006**
- The contract title ***“Setting-up of the EEA Competence based management system”***
- The name of the tenderer
- The indication ***“Tender – Not to be opened by the internal mail services”***
- The address for submission of tender (as specified in the letter of invitation to tender)
- The date of submission shall be legible on the outer envelope or parcel

The outer envelope or parcel must contain three inner envelopes, i.e. Envelopes No 1, 2 and 3, corresponding to the following three sections: administrative section, technical offer and financial offer.

(a) Envelope No 1 – Administrative section shall include the following:

- The Tender submission form drawn up in accordance with the template in annex 1
- The declaration on exclusion criteria as required under section 9.1.2 drawn up in accordance with the template in annex 2
- The legal entity form as required under section 9.2.1 drawn up in accordance with the template in annex 3
- The financial identification form drawn up in accordance with the template in annex 4
- The evidence and documentation demonstrating the fulfilment of the selection criteria as required under sections 9.2.2 (economic and financial capacity) and 9.2.3 (technical and professional capacity)

(b) Envelope No 2 – Technical offer shall include the following:

The technical offer providing all information requested under sections 6 and 9.3.1 including, where appropriate, information relevant to subcontracting as requested under section 4.3.

(c) Envelope No 3 – Financial offer shall include the following:

The financial offer providing all information requested under sections 8 and 9.3.2, drawn up in accordance with the template in annex 5.

Tenders shall be drafted in one of the official languages of the European Union, **preferably in English** (supporting evidence does not need to be translated) and submitted **in triplicate** (one signed original unbound and two copies).

It is important that tenders be presented in the correct format and include all documents necessary to enable the evaluation committee to assess them. Failure to respect these requirements will constitute a formal error and may result in the rejection of the tender.

Tenderers shall observe precisely the indications in points 2, 3, 4 and 6 of the letter of invitation to tender to ensure their tender are admissible. Late delivery will lead to the non-admissibility of

the tender and its rejection from the award procedure for this contract. Tenders sent by e-mail or by fax will also be non-admissible and discarded. Envelopes found opened at the opening session will also lead to non-admissibility of the tender. Consequently, tenderers must ensure that their tenders are packed in such a way as to prevent any accidental opening during their mailing.

3. Confidentiality and protection of personal data

For the processing of this tendering procedure, the EEA observes the rules set in Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by Community institutions and bodies and on the free movement of such data (OJEU L 8 of 12.1.2001, p. 1).

For further detailed information please refer to the privacy statement available on the EEA external website at the following address: <http://www.eea.europa.eu/about-us/tenders/privacy-statement>.

4. Participation in the tendering procedure

Submission of a tender implies acceptance of the terms and conditions set out in the invitation to tender, in these tender specifications and in the draft framework contract attached to the latter (see annex 6) and, where appropriate, waiver of the tenderer's own general or specific terms and conditions. It is binding on the tenderer to whom the contract is awarded for the duration of the contract.

4.1. Eligibility

This call for tenders is open on equal terms to all natural and legal persons from one of the 33 EEA member countries and to all natural and legal persons established in a third country which has a special agreement with the European Union in the field of procurement on the conditions laid down in that agreement².

As proof of eligibility tenderers must indicate in the tender submission form (see annex 1) in which state they have their headquarters, registered office or residence, and provide the necessary supporting documents in accordance with their national law. If the tenderer is a natural person, he/she must provide a copy of identity card/passport or driving license and proof that he/she is covered by a social security scheme as a self-employed person.

4.2. Application

All eligible natural and legal persons (as per above) or groupings of such persons (consortia) may apply.

A consortium may be a permanent, legally established grouping or a grouping, which has been constituted informally for a specific tender procedure. If awarded the contract, the members of the consortium (i.e. the leader and all the other partners) will have an equal standing towards the EEA in executing the framework service contract and they will be jointly and severally liable to the EEA.

² At this point in time, tenderers established in one of the following countries are eligible: EEA member countries, i.e. EU-28, Iceland, Liechtenstein, Norway, Switzerland and Turkey; and under the stabilisation and association agreements: FYROM, Albania, Montenegro and Serbia.

The participation of ineligible natural or legal person will result in the automatic exclusion of that person. In particular, if that ineligible person belongs to a consortium, the whole consortium will be excluded.

The EEA will not request consortia to have a given legal form in order to be allowed to submit a tender, but reserves the right to require a consortium to adopt a given legal form before the contract is signed if this change is necessary for proper performance of the contract. This can take the form of an entity with or without legal personality but offering sufficient protection to the EEA contractual interests (depending on the member countries concerned, this may be for instance, incorporation or partnership or a temporary association). Consortia must identify one of their members as coordinator who will interface with the EEA.

Each member of a consortium must fulfil the conditions for participation mentioned in this section and section 4.1 above and provide the required documents listed in these tender specifications under sections 9.1 and 9.2 below. Therefore, each member of a consortium shall specify his role, qualifications and experience.

4.3. Subcontracting

A contractor may subcontract part of the services.

Tenderers must state what part of the work, if any, they intend to subcontract, and to what extent (for instance % of the total contract value), specifying the names, addresses and legal status of the subcontractors. If subcontracting is **not** envisaged, tenderers shall clearly state so in the tender submission form (see annex 1).

Legal persons must provide a document containing a list of the professional qualifications of the subcontractors and statement of the means of confidentiality when subcontractors are used. If awarded the contract, the contractor may not choose subcontractors other than those mentioned in the tender unless he obtains the prior written authorisation of the EEA. The overall responsibility of the work remains with the contractor.

Tenderers shall acknowledge (see annex 1) that the EEA reserves the right to request them at a later stage to provide documentation in relation to exclusion and selection criteria for any proposed subcontractors (see sections 9.1 and 9.2 below).

If awarded the contract, the contractor must ensure that Article II.17 of the draft framework contract (see annex 6) can be applied to subcontractors. Once the framework contract has been signed, Article II.12 thereof shall govern subcontracting.

5. Contractual terms

In drawing up their bid tenderers should bear in mind the provisions of the standard framework service contract and standard order form attached to these tender specifications (annex 6). These address as well the invoicing and payment arrangements.

6. Subject of contract

6.1 Background

At the EEA, competencies are described as *knowledge, skills and abilities* that are essential to perform at work. The *EEA Training Policy* does explore the approach to competencies and competency development, and it does propose a competencies' taxonomy. However, it does not propose and does not relate to an existing competency framework as such.

The *EEA Career Development Cycle (CDC)* includes a section for development needs, where competencies – or the competency gap – is to be addressed. It is done, amongst other, based on the agreed objectives and performance indicators and in relation with the job functions and duties. However, there is no framework that defines which competencies are needed and valued for a given job, function or task, in a way that is commonly understood by all stakeholders within the organisation. Very often, both staff members and line-managers report difficulty in identifying and defining (even verbalizing) the competencies at stake.

In this context, EEA management called upon engaging in a more comprehensive process towards a **EEA competency framework**. That would entail a systematic and thorough analysis of specific tasks and responsibilities and inherent competences (defined by knowledge, skills and abilities). It is our understanding that a comprehensive and well-crafted competency framework can serve as a hub for a “competence-based management” approach, **integrating a variety of HR-related areas** such as: learning and development, recruitment and selection, appraisals and performance management, promotions, risk analysis and resource planning.

At the EEA there are approx. 35 line-managers (incl. 9 senior managers). In the frame of the EEA Leadership Development Programme, most managers went through an individual assessment process that involved specialized psychometric tests and feedback. That was done based on the previously defined “EEA Key Leadership Competencies”.

Such assessments did not involve any of the managers’ peers, line-managers or group/programme staff members. The EEA does not have in place an assessment/evaluation system that incorporates feedback from others rather than the line-manager. Various managers reported the need for such a tool.

EEA management therefore called upon setting-up a **360° assessment** tool, intimately articulated with the competency framework.

6.2 *Services to be provided*

Under request from the EEA, the selected contractor is expected to deliver the services as described in these tender specifications and according to the following:

- All services delivered to the EEA must take into account the multicultural and multi-lingual nature of the organisation. Staff will hold varying views about the principles of good management and performance, and this must be borne in mind in the conception and delivery of frameworks, assessments, communication tools or any other learning activities.
- All communication with the EEA shall be done in English. Trainers, consultants and/or coaches must have a command of the English language near to the level of a native speaker. When providing information about the level of language of individual trainers, consultants and coaches, tenderers must indicate their level of English, in line with the Common European Framework of languages attached as Annex 8 to these tender specifications.
- Tenderers are required to supply the service directly and take full responsibility for the content and quality of the activity material and the quality standard and availability of

trainers/coaches. Subcontracting of services to other companies is not acceptable without the prior written approval of the EEA (see section 4.3).

Although the requested services are split in three different categories – (1) Competency Framework, (2) 360° Assessments and (3) other HR related features – given the nature of the needs the EEA expects all services to be proposed in a coherent and integrated manner. Consequently, tenderers are required to place an offer for **all three lots**.

Lot 1 – EEA Competency Framework

Scope:

- The target group is of approx. 230 staff members (the entire EEA staff)
- A few job families are already defined. A leadership competency framework has been recently developed and is now in place;
- There is a need to (re)define job families, job descriptions (functions/tasks and responsibilities) and competencies (knowledge, skills and abilities) for all posts.

Key features:

- Primarily linked to learning and career development; gradually subject to articulation with recruitment and selection, appraisal and performance management, risk analysis and resource planning;
- Competency framework as such, enhanced through the respective online software and tools;
- Self-maintainable (editable) system with high focus on usability features and support tools;
- Access to pre-defined library of jobs and competencies combined with flexible customisation;
- Easy integration with SharePoint.

Required services

- Full support with setting-up (defining the process and key features, conducting interviews and related analysis, workflow, etc.)
- Complete draft and delivery of the competency framework as such and related software solutions;
- Implementing training and follow-up consultancy services.

Time Frame:

- The competency framework and related software solutions should be up and running in Q4 2015.

Lot 2 – 360° Assessments

Scope:

- Initial pilot experience within ADS, involving 4 managers in total (line-managers and the respective senior manager)
- Standard process run for the whole population of 34 managers (9 senior managers and 25 line-managers)

- Possibility of expansion to a wider range of project managers

Key features:

- Direct link to the EEA competency framework, in particular to the *leadership competency framework*
- 360° evaluation to be primarily used for learning & development purposes (possibility to be used in appraisals later on, if well embedded in the culture)
- Articulation with the leadership development programme (for learning purposes)

Required services:

- Full support with setting-up (defining the process and key features, identifying main objectives and assessment areas, workflow, etc.)
- Running of the assessment itself (incl. provision of the tools/technology necessary for the assessment)
- Support with de-briefing and follow-up

Time Frame:

- Pilot phase to be run in 2015-Q2.
- All-management assessments to be concluded in 2015-Q4.

Lot 3 – Ancillary HR-related services

Services described above – under Lots 1 and 2 – refer to tools, processes and activities mostly performed under the “Learning & Development” scope. They are primarily intended to support individual and organisational competence development processes.

However, such features can also be used to in other HR-related areas such as recruitment, appraisals, talent management and internal mobility, HR resourcing and planning.

Under Lot3, the EEA requests tenderers to describe and propose additional services and features (tools, processes, frameworks,...) that enable the usage of 360° assessments and the EEA competency framework within the HR-related areas mentioned above, in the most integrated and coherent way possible.

The implementation of such additional features will be decided on an ad-hoc basis, following the primary delivery of the services described under lots 1 and 2.

6.3 Ordering procedure

As a rule, the EEA will send its request for services by means of an order form (see annex 6 – draft framework contract and draft order form). A contact person who will deal with the ordering procedure will have to be appointed by the contractor. The contact person will need to be fluent in English and have total awareness of the current tender specifications.

Prior to each service being ordered, the EEA will request a draft proposal of the specific service at stake, including an overview of key deliverables, methodology and schedule. The EEA will then examine the proposal in order to assess whether it meets the needs and requirements. The EEA may request further customisation of the services for which purpose the EEA might engage with the contractor in fine-tuning the original proposal. The contractor may be requested to submit a

new proposal that incorporates the additional requests from EEA. Once an agreement on the specific services to be delivered is reached, the EEA will then issue the respective order form, based on the pricing agreed through this tendering procedure.

The EEA reserves the right to NOT issue an order form, should the proposal of the contractor for the specific service at stake be unsatisfactory.

The contractor will have up to 5 (five) working days to sign the order form and send it back to the EEA, by email. Provision of the services shall begin immediately upon signature of the order form by both contracting parties.

Unless stated/agreed otherwise, the contractor is required to reply to all queries from EEA within 5 (five) working days. Thus, the contractor is expected to provide sufficient backups for its administrative staff in order to provide a continuous quality service at all times. Furthermore, the contractor must be in a position to replace a trainer/consultant/coach in the event of sudden illness or similar unusual situations at short notice, with a qualified back-up person.

6.4 Working time

The normal working week at the EEA is of 40 (forty) hours net, from Monday to Friday. Learning and development activities at the EEA have normally the duration of approximately 6 working hours, not including breaks.

The contractor has to be available to provide services on all EEA working days, which may differ from the Danish bank holidays calendar. These days may vary from year to year. The updated list of EEA public holidays will be sent to the contractor every year.

6.5 Geographic area to be covered and place of performance

In general services are to be conducted at the EEA premises located at Kongens Nytorv 6 or 8, 1050 Copenhagen K, Denmark or in its near proximities.

If activities are organised outside the EEA, they are to take place in Denmark, normally around the "Great Copenhagen" area.

Under exceptional circumstances when a training activity takes place outside the "Great Copenhagen" area and over 50Kms from the contractor premises, travel and subsistence costs will be reimbursed according to EEA's standard rules and rates, as per Annex 7 attached (Travel and subsistence reimbursement rules).

6.6 Confidentiality

All consultants assigned by the contractor to work with the EEA for the services agreed through this framework contract shall undertake not to make use of and not to divulge to third parties any facts, information, knowledge, documents or other matters communicated to them or brought to their attention during the provision of the service at the EEA or any matter arising thereof. They

may be requested to sign a confidentiality clause and shall continue to be bound by this undertaking after the expiry of their assignment period at the EEA.

7. Type and volume of contract

The successful tenderer will be awarded a framework service contract with the EEA for an initial period of 24 (twenty-four) months, starting from the date of signature, with the possibility of maximum two renewals for a period of 12 (twelve) months each. The services will be implemented through order forms depending on the EEA's demand. The total value of the contract is estimated at maximum EUR 180.000 (one hundred and eighty euro) over a maximum period of 48 (forty-eight) months covering all services. The estimated budget is split between lots as follows (the breakdown below is merely indicative and may be revised in line with the EEA's actual needs):

Lot	Estimated budget	Comments
1	EUR 95.000	<i>Subsequent system maintenance costs (years 2 to 4 of the contract) to be considered marginal, of no more than 5.000€ per year.</i>
2	EUR 35.000	<i>Subsequent system maintenance costs (years 2 to 4 of the contract) to be considered marginal, of no more than 3.000€ per year.</i>
3	EUR 50.000	To be spent on an ad-hoc basis, following the adequate implementation of lots 1 and 2, and in volumes of no more than EUR 20.000 per year

The EEA reserves the right to adjust the volume of services in line with its needs. Under no circumstances can a minimum volume of services be required by the contractor.

The place of performance of the services shall be at the contractor's premises.

8. Price

Tenderers are required to quote prices for the services to be provided as follows:

- Prices must be quoted in compliance with the requirements specified in section 9.3.2 below;
- Prices quoted must be **all-inclusive** (i.e. inclusive of all costs involved in the performance of the services (management, administrative and travel costs, with the exception specified in section 6.5 above) and expressed in **euro** including for tenderers established in countries that are not part of the Eurozone. For tenderers in countries that do not belong to the Eurozone, the price quoted may not be revised in line with exchange rate movements. It is for the tenderers to select an exchange rate and assume the risks or the benefits deriving from any variation;

- o No additional expenses incurred in the performance of the services will be reimbursed separately by EEA; travel time and costs incurred during the journey to the EEA premises are not reimbursed to either trainers, consultants and/or coaches nor the contractor;
- o Prices quoted must be fixed and not subject to revision during the first year of duration of the contract.

From the beginning of the second year of duration of the contract, 80% of the prices may be revised upwards or downwards each year, where such revision is requested by one of the contracting parties by registered letter no later than 3 (three) months before the anniversary of the date on which it was signed.

The EEA shall purchase on the basis of the price in force on the date on which specific contracts are signed. Such prices shall not be subject to revision.

The revision shall be determined by the trend in the harmonised indices of consumer price (HICP) published by the European Commission on Eurostat web page at <http://ec.europa.eu/eurostat/data/database> (Theme – Economy and Finance; Prices (prc); Harmonised indices of consumer prices (HICP) (prc_hicp); HICP (2005=100) – monthly data (index) (prc_hicp_midx); GEO – Euro area (EA11-2000, EA12-2006, EA13-2007, EA15-2008, EA-16-2010, EA17-2013, EA18).

Revision shall be calculated in accordance with the following formula:

$$Pr = Po \times (0,2 + (0,8 \times Ir/Io))$$

Where:

Pr = revised price;

Po = price in the original tender;

Ir = index for the month corresponding to the date of receipt of the letter requesting a revision of prices;

Io = index for the month in which the validity of the tender expires.

Under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities and the Headquarters Agreement between the Agency and the Government of Denmark of 17 August 1995, the Agency is exempt from all charges, taxes and dues, including value added tax (VAT); such charges may not therefore be included in the calculation of the price quoted; the **VAT amount must be indicated separately.**

The costs incurred in preparing and submitting tenders are borne by the tenderers and cannot be reimbursed.

9. Criteria

9.1. Exclusion criteria

9.1.1. Exclusion from participation and award in the procurement procedure

To be eligible to participate in this contract award procedure, tenderers must not be in any of the exclusion situations referred to in Articles 106 and 107 of the financial rules applicable to the general budget of the European Union³.

9.1.2. Evidence to be provided by the tenderers

When submitting their bids, each tenderer (including any subcontractor or any member of a consortium) must provide a declaration on their honour in accordance with the form attached as annex 2, duly signed and dated, stating that they are not in any of the situations mentioned under paragraph 9.1.1 above.

The tenderer to whom the contract is to be awarded will be required, prior to the signature of the contract, to provide the evidence specified in the penultimate paragraph of the declaration of honour mentioned above (see annex 2).

9.2. Selection criteria

9.2.1. Legal capacity

Any tenderer is required to prove that he is authorised to perform the contract under national law, as evidenced by inclusion in a trade or professional register, or a sworn declaration or certificate, membership of a specific organisation, express authorisation, or entry in the VAT register.

To that effect, each service provider (including subcontractor(s) or any member of a consortium) is required to submit a legal entity form (see annex 3) duly filled out and signed, accompanied by a copy of inscription in trade register and/or a copy of inscription in VAT register, where applicable. However the subcontractor(s) shall not be required to fill out or provide those documents when the services provided represent less than 20 % of the contract.

9.2.2. Economic and financial capacity

Evidence of economic and financial capacity shall be furnished by one **(or more)** of the following documents:

- appropriate statements from banks or evidence of professional risk indemnity insurance;
OR
- the presentation of balance sheets or extracts from balance sheets for at least the last 2 (two) years for which account have been closed, where publication of the balance sheet is

³ Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25.10.2012, OJEU L 298/1 of 26.10.2012.

required under the company law of the country in which the economic operator is established; OR

- a statement of overall turnover and turnover concerning the services covered by the contract during the last 2 (two) financial years.

If, for some exceptional reason, which the EEA considers justified, a tenderer is unable to provide the references requested above, he may prove his economic and financial capacity by any other means which the EEA considers appropriate.

An economic operator may, where appropriate and for a particular contract, rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the EEA that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

9.2.3. Technical and professional capacity

Tenderers should show their degree of technical and professional capacity to provide the requested services as mentioned in section 6.2 above by providing information on the criteria described below.

If several service providers or subcontractors are involved in the tender, the selection criteria for the technical and professional capacity will be assessed in relation to the combined capacities of the service providers and subcontractors, as a whole, to the extent that service providers or subcontractors put their resources at the disposal of the tenderer for performance of the contract.

Tenderers shall provide the following documentation:

- ***Human resources:***

CVs detailing the educational and professional qualifications of the firm's managerial staff as well as those of the consultants designated to provide the services indicating the required professional experience as follows:

- Managerial staff: Minimum 2 (two) CVs (contract manager) each documenting a minimum of 8 years' relevant experience and statement of language skills in line with the Common European Framework of languages (see annex 8);
- Consultants responsible for providing the services: Minimum 3 (three) CVs each documenting a minimum of 5 years' relevant experience and statement of language skills (in line with the Common European Framework of languages (see annex 8);

- ***Past contracts:***

Tenderers shall provide details of major contracts awarded to them relevant to the services required by the EEA, indicating the value, dates, brief description of the services provided and recipients of the services (public or private), under the following two categories: (1) contracts currently undertaken; and (2) contracts that have been undertaken over the last 3 (three) years;

- ***Organisational structure***

Tenderers shall provide a description of their organisational internal structure with indication of number of employees (or consultants) and the number of managerial staff directly or indirectly related to the services required by the EEA;

○ **Quality control:**

Tenderers shall provide details of any quality assurance accreditation that they hold. If no accreditation held, tenderers shall provide an outline of any quality assurance policy specifying status of implementation, and details of any quality assurance accreditations for which they have applied. In the event of a joint offer submitted by a consortium, each member of the consortium shall provide the requested information.

○ **Environmental policy:**

Tenderers shall provide a description of their environmental policy specifying the status of implementation. In the event of a joint offer submitted by a consortium, each member of the consortium shall provide the requested description.

9.3. Award criteria

The assessment method that will be used to determine the choice of the tender will be based on the criteria given below, on the basis of the economically most advantageous tender in terms of:

- the quality of the tender (Technical merit – TM), and
- the financial value of the tender (Price –P).

9.3.1. Technical merit (TM) (max. 70, min. 48 points)

Tenders will be evaluated following the award criteria and weights outlined in the table below, producing a total potential score of 70 points.

Tenderers shall elaborate on all criteria referred to below in order to score as many points as possible. The mere repetition of mandatory requirements set out in these tender specifications, without going into details or without giving any added value will only result in a low score. If essential elements of these tender specifications are not expressly addressed in the tender, the EEA may decide to give a zero mark for the relevant quality criterion.

No	Award criteria Sub-criteria	Maximum points (70)	Minimum points (55)
1	<p><i>Understanding of the scope of the contract and quality of the contract implementation proposal:</i></p> <p>Tenders will be evaluated in terms of their understanding of the objectives of the call for tenders and in terms of the proposed approach and tools to be used for the provision of the required services:</p>	42	28
1.1	<p>Overall integration, coherence and articulation of the different features proposed; robustness of the conceptual framework; description of setting-up processes and methodology; estimate of timings and number of consulting days.</p>	15	11

	1.2	Technology integration and enhancement: technologically embedded solutions, online tools and data on several devices, integration with Share Point and other MS applications, expansion to online collaborative features.	6	4
	1.3	Adaptability, customisation and user friendliness of tools, parameters and procedures (incl. terminology, libraries, workflows, etc.)	6	4
	1.4	Extension and variety of pre-defined job functional profiles and competencies and subsequent adaptability to EEA specific needs and context.	5	3
	1.5	Quality of support mechanisms (tutorials, training, helpdesk, etc.)	5	3
	1.6	Scope of HR-related areas that can integrate 360° Assessments and Competency Framework solutions – and respective framework.	5	3
2		<i>Service and contract management in terms of the following items:</i>	28	20
	2.1	Customer service policy including: <ul style="list-style-type: none"> - Response mechanisms (means, time, effectiveness) to ad-hoc EEA requests - Availability during out-of office hours, service level, assistance, etc. - Assignment of dedicated account/project managers - Demonstrated flexibility and adaptability in administrative management (ex. changing dates and assignments, replacing consultants, back-up solutions, on-the-spot delivery) 	18	12
	2.2	Mechanisms to ensure effective response to international, multi-cultural organisations like the EEA (incl. organisational approach to diversity, complementarity of staff involved, cross-cultural communication practices, examples of best practices in previous projects, etc.).	10	8

Only tenders which obtain the indicated minimum number of points, both for each award criterion and in total, will be considered for the next stage, which involves determining the financial value of the tender (price index) and for the final assessment.

9.3.2. Price (P) (max. 30 points)

Tenderers are requested to submit a financial offer giving the **all-inclusive** (i.e. inclusive of all costs involved in the performance of the services (e.g. management and administrative costs)) **price in euro** for the services outlined below.

For that purpose tenderer shall use the price quotation template attached in annex 5 to these tender specifications. Tenderers shall bear in mind that all fields are compulsory and non-compliance will lead to exclusion of the tender from the award process.

Lot	Price	Services	Unit	Weighing factor	Price (EUR)
Lot 1	P ₁	Setting-up of the EEA Competency Framework as such (incl. preparatory workshops, usage of existing libraries of functional job profiles and competencies, customisation, application and validation).	Total Price	25%	
	P _{2a}	Online tools and services (incl. site set-up, support on integration with EEA applications, data loading, training, support and maintenance during 1 st year).	Total Price	10%	
	P _{2b}	Online tools and services – system maintenance and assistance over years 2, 3 and 4 of contract.	Per Year	5%	
Lot 2	P ₃	Setting-up of the 360° Assessment scheme as such (incl. preparatory workshops, articulation with the EEA leadership competencies, customisation, application and validation).	Total Price	25%	
	P ₄	Delivery on individual 360° Assessment reports (price per report).	Per report	5%	
	P _{5a}	Online tools and services (incl. online set-up, support on integration with EEA applications, data loading, training, support and maintenance during 1 st year).	Total Price	10%	
	P _{5b}	Online tools and services – system maintenance and assistance over years 2, 3 and 4 of contract.	Per Year	5%	
Lot 3	P ₆	Ancillary ad-hoc consulting/training services at the EEA (inclusive of travelling and accommodation if needed)	Daily rate	15%	

For each category above, tenders meeting all mandatory requirements including the minima for technical merit will score points in function of the following formula $P_s = (P_{s_{min}} / P_{s_0}) \times 30 \times \text{weight percentage}$, where

P_s = score for price of service,

$P_{s_{min}}$ = the lowest price offered amongst the tenders received,

P_{s_0} = the price of the tender being considered

The Price score for the provision of the services (P) is the sum of the **8 (eight)** P_s .

9.3.3. Final assessment

A framework service contract will be awarded to the tenderer whose tender achieves the highest total score for technical merit and price (TM + P). Should tenders obtain the same final score and tie for first place, the winning tender will be decided on the basis of the highest score achieved for price.

10. Performance

Competence in both selection and award criteria must be maintained throughout the framework contract. Should the contractor fail to do this during the validity of the framework contract, the EEA reserves the right to refuse any consultant if performance is not satisfactory and/or to choose another vender from the tenders.

11. Environmental Considerations

The EEA runs a certified environmental management system (EMAS) and aims to minimise the environmental impact of all its activities, including those carried out under contract. The future contractor will, therefore, be requested to consider the EEA environmental management guidelines in the implementation of the contract, in particular, those relating to business travel, electronic means of communication, paper and energy consumption. Further information on the EMAS system can be found on the EEA homepage:

<http://www.eea.europa.eu/documents/emas>.

Moreover, it is strongly recommended that tenders are submitted in an environmentally friendly way, e.g., by choosing a simple and clear structure (list of contents and consecutive page numbering), double-sided printing, limiting attachments to what is required in the technical specifications (no additional material) and avoiding plastic folders or binders.

12. Annexes

Annex 1: Tender submission form

Annex 2: Declaration on exclusion criteria

Annex 3: Legal entity form

Annex 4: Financial identification form

Annex 5: Price quotation

Annex 6: Draft framework contract and draft order form

Annex 7: Rules for the reimbursement of travel expenses

Annex 8: Common European framework of languages