

European Stability Mechanism



Pre-Qualification Document

PQ Ref. No.:

HR/02/TC/Ryh/2019

Training and executive coaching services

13/02/2019

Introduction

The European Stability Mechanism (“ESM”) is a permanent crisis resolution mechanism established by the euro area Member States as an intergovernmental organisation under public international law. Its purpose is to ensure the financial stability of the euro area as a whole, and of its Member States experiencing severe financing problems, by providing financial assistance through a number of instruments.

More background information about the ESM may be found on the website: www.esm.europa.eu.

Neither Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014, nor Regulation (EU, Euratom) No. 2015/1929 of the European Parliament and of the Council of 28 October 2015 apply to the ESM. The ESM procures supplies, services, and works on its own behalf and for its own account pursuant to the ESM Procurement Policy published on the ESM website. Please visit the ESM website for further information.

This Pre-Qualification Document (“PQD”) sets out the eligibility and selection criteria, as part of a pre-qualification stage (“Stage 1”), of the two-stage procurement procedures of the ESM (i.e. Restricted Procedures and Negotiated Procedures), in order to assess the suitability of a Candidate to participate further in this procurement procedure. Candidates that are successful at Stage 1 (Pre-qualified Candidates) and, if applicable, chosen by the ESM among the eligible and suitable Candidates, will be invited to participate in the subsequent Request for Proposal stage of the procurement procedure (“Stage 2”).

For the purposes of this PQD, economic operators who wish to apply to this procurement procedure are referred to as “Candidate” or “Candidates” and their response is referred to as an “Application” or “Applications”.

Unless otherwise defined in this PQD, all capitalised terms used in this PQD have the meanings ascribed to them in the ESM Procurement Policy.

Contents of this PQD

The PQD consists of the following documents:

No.	Document Title	Comment
1.	Pre-Qualification Document – Core Document	This document
2.	Annex 1 – Description of the Procurement Requirement	Included as an Annex to this PQD
3.	Annex 2 – Eligibility & Selection Criteria including declarations, forms, questions and other response elements to be addressed	Included as an Annex to this PQD

Overview of the Procurement Requirement

The ESM intends to conclude framework agreements (also called “contracts”) with Service Providers (individually, “Service Provider” and collectively, “Service Providers”) to support the ESM on various areas of personal and managerial learning & development activities for its members of staff through the provision of coaching and training services (each a “Lot” and together “Lots”). Training and coaching services are to be delivered at the ESM’s offices in Luxembourg and occasionally through virtual means.

The ESM is seeking to appoint Service Providers across six (6) Lots:

Lot name	Number of providers
Lot 1 - Impactful business relationships and information gathering and sharing training	All providers meeting the minimum award criteria
Lot 2 – Self-efficiency and leadership training	All providers meeting the minimum award criteria
Lot 3 – Writing skills training	One
Lot 4 – Project Management training	One
Lot 5 – Office automation tools training	One
Lot 6 – Executive Coaching	Up to 12 coaches who meet the minimum award criteria

Candidates may respond to one, multiple, or all Lots as further described in this document. Both self-employed trainers/coaches and companies can tender.

The framework agreements for Lots 1 and 2 will be awarded to all Candidates who meet the minimum award criteria for each respective Lot who will together compose a panel of Service Providers for the respective Lots (each a “**Training Panel**” and together, the “**Training Panels**”).

For Lots 3, 4 and 5, the ESM will appoint one Service Provider per Lot to the Candidate who meets the minimum award criteria and who obtains the maximum score for that Lot. The Service Provider will deliver all the Services covered in the respective Lot.

The ESM wants to establish a panel of up to a maximum of 12 coaches (the “**Coaching Panel**”) for Lot 6. The framework agreements for Lot 6 will be awarded to the Service Providers who propose the 12 top scoring coaches who have met the minimum award criteria. For the avoidance of doubt, this means that the ESM may enter into framework agreements with less than 12 Candidates as more than one coach may be selected from each Candidate, and a Candidate may have more than one coach on the Coaching Panel.

Each time the ESM requires services falling within the scope of Lots 1, 2, and 6, Service Providers from the relevant Training Panels or Coaching Panel will be selected through mini competitions. In the event a mini-competition is not required under the ESM Procurement Policy, the implementing contract will

be awarded directly to the Service Provider invited by ESM. The framework agreements will be awarded for a four (4) year term.

Further information can be found in Annex 1 to this PQD.

Type of Procurement Procedure

This procurement procedure is carried out by the ESM under the Negotiated Procedure in accordance with Article 9.1 (1) and (2) of the ESM Procurement Policy and is referred to in this PQD as a procurement procedure or a procurement process.

Procurement Process Steps and Timelines

The ESM plans to carry out the procurement process in accordance with the steps defined in the following table. The ESM reserves, at its sole discretion, the right to vary the steps and timelines.

No.	Procurement Process Steps	Timeline
1.	Contract notice and PQD publication date	13/02/19
2.	Deadline for submission of clarifications/questions on the contract notice and the PQD	27/02/19
3.	Response to the clarifications/questions on the contract notice and the PQD	Regularly
4.	Deadline for submission of Applications (the "Applications Deadline")	06/03/19, 14:00 h
5.	Estimated date of notification of the ESM's decision on pre-qualification to unsuccessful candidates & issue of RFP to pre-qualified candidates	22/03/19

All times shown are local Luxembourg Time i.e. Central European Time (CET).

The ESM "Sole Contact" Details

Procurement
European Stability Mechanism
6a, Circuit de la Foire Internationale
L-1347 Luxembourg
Email: procurement@esm.europa.eu
Attention: Ralitsa Yovcheva-Hahn

Unless notified otherwise, the person indicated above shall be the Candidates' single point of communication with the ESM for the duration of this procurement process.

The ESM shall not be bound by and the Candidates agree not to rely upon any written or verbal statements or representations of any other persons, whether employed by the ESM or not.

Clarification Matters

The process for clarifications pertaining to the contract notice and this PQD shall be as follows:

- a) Queries can be raised to the Sole Contact as identified in this PQD.
- b) Queries can be raised on any matter in the contract notice or this PQD. However, the ESM reserves the right not to answer any particular query.
- c) The ESM will endeavour to respond to all queries and issue responses in a timely and professional manner. The ESM reserves the right to not answer any queries received once the deadline for submitting queries has passed.
- d) Responses to the queries will be sent to all Candidates on an anonymous basis unless the ESM determines, in its sole discretion, that a query is relevant only to the requesting Candidate. In which case the ESM will provide a response to that Candidate only.

Application Structure and Response Instructions

When preparing Applications, Candidates should observe the following:

- All documents must be submitted in English.
- Note limitations on any page/word limits specified. Any response exceeding the specified limits may be disregarded beyond that limit.
- Answers should be as concise as possible, complete and comprehensive.
- The ESM does not wish to receive any marketing or other promotional materials.
- Responses to the eligibility and/or selection criteria will be evaluated independently and cross-references between response elements are not permitted.
- Any deviations from the specified requirements of this PQD that cannot be satisfied by the Candidate, should be clearly identified in the Application.

Application Structure			
#	Section	Template and instructions	Document format
1.	Cover Certification Form	Candidates are requested to provide a cover certification form dated and duly signed by an authorised representative on the Candidate's company letterhead (no. 3.1 of Annex 2).	Fully scanned copy with signature in PDF
2.	Declarations	Candidates are requested to submit completed, dated and duly signed declarations (nos. 1.1 and 1.2 of Annex 2).	Fully scanned copy with signature in PDF
3.	General Response	Candidates are requested to respond to the items/questions posed in Annex 2 to this PQD, Section 2. Selection Criteria.	PDF
4.	Attachments	Candidates are requested to include any attachments, as applicable.	PDF

Coordinates and Guidelines for Submission of Applications

Applications must be submitted no later than by the Applications Deadline, specified at point #4 of the Procurement Process Steps and Timelines table, and must be submitted **via email** to:

Email: procurement@esm.europa.eu

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Attention: Ralitsa Yovcheva-Hahn

Only Applications received through these means will be accepted.

All digital copies of Applications shall be submitted in compliance with the following guidelines:

- a) One file per section as described above in the “Application Structure” table.
- b) Any supporting or additional files must be clearly named.
- c) All files should be named clearly with a sequential number and a relevant file name, e.g.
 - “Annex 2 – 1.1 – Declaration on the exclusion criteria, economic, financial and operational capacity and the absence of conflict of interest”
 - “Annex 2 – 1.2 – Non-Collusion Declaration”
 - “Annex 2 – 3.1 – Cover Certification Form”
- d) All files must be provided in a standard non-editable format, such as PDF.

Eligibility and Selection Criteria

In order to be eligible to participate in this procurement process, Candidates must be either natural persons or legal persons and state that they are not in one of the exclusion situations listed in the declarations nos. 1.1 and 1.2 included in Annex 2.

If such circumstances arise in the course of the procurement process, the Candidate concerned must inform the ESM thereof without undue delay. Candidates may submit evidence to demonstrate their eligibility despite the existence of grounds for exclusion. The ESM may, in its sole discretion, decide whether such evidence is satisfactory.

Candidates must comply with all eligibility criteria to be assessed further.

ELIGIBILITY CRITERIA – elements of the evaluation	
Duly executed declarations as requested in Annex 2 nos. 1.1 and 1.2	Pass / Fail

In order to assess a Candidate’s capacity to perform the contract the ESM will apply the following selection criteria (full information can be found in **Annex 2. 2**):

SELECTION CRITERIA – elements of the evaluation	
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Economic and financial standing	Pass / Fail
Technical or professional ability	Pass / Fail + 1 scored question (Lots 1, 2, 3, 4, 5)
Authorisation and suitability to carry out the relevant professional activity	Pass / Fail

For all Lots, Candidates must achieve a rating of “Pass” for all the “Pass / Fail” criteria and score a minimum of 60% on the scored question (for Lots 1, 2, 3, 4, 5) in order to be considered as Pre-qualified Candidates.

Please respond in the tables provided in Annex 2.

Terms and Conditions of this PQD

Rights of the ESM

By submitting an Application, the Candidates confirm that they have taken note and accepted all terms and conditions of this PQD.

The ESM reserves the right, at its sole discretion and in exceptional circumstances, to accept the Applications received after the closing deadline.

After the ESM opens the Applications, it may request Candidates to submit, supplement, clarify or complete information or documentation which is or appears to be missing, incomplete, inconsistent or erroneous within an appropriate time limit. The ESM reserves the right to reject any further consideration for such Applications.

The ESM reserves the right to request that Candidates provide documentary evidence in support of the statements made in their Applications.

Any effort by the Candidate to influence the ESM in the process of examination, evaluation and comparison of Applications, or in the decision regarding the pre-qualification process may result in the rejection of the Application.

The ESM may decide, at its sole discretion, while complying with the general principles set forth in the ESM Procurement Policy, to cancel this procurement process in whole or in part at any time before the contract awarded as a result of this procurement process is signed. The cancellation does not give rise to any form of compensation for Candidates.

The ESM will ensure that the information provided by Candidates is treated and stored in accordance with the principles of confidentiality and integrity.

The ESM reserves the right to disclose the contents of Applications to its third party advisors (if applicable) who are bound by the same confidentiality and integrity obligations as the ESM.

If the ESM discovers, before the expiry of the deadline for submissions of Applications, a lack of precision, an omission or any other type of error in this PQD, it will rectify the error and inform all Candidates in writing.

Cost of Participating in the Procurement Process

All costs relating to the participation in this procurement process, including in particular, any costs in relation to the preparation of Applications and of any other documents requested by the ESM and any subsequent follow-up shall be borne exclusively by the Candidate.

Trade Name, Logo and Marks

The ESM logo, covers, page headers, custom graphics, icons, other design elements and words or symbols used to identify the description of the procurement requirement are either trademarks, trade names or service marks of the ESM and its licensors, or are the property of their respective owners. These marks may not be copied, imitated or used, in whole or in part, without the explicit prior written consent of the ESM.

Confidentiality

If the Candidate considers that any part of its Application or other documents/information submitted to the ESM include Confidential Information within the meaning of this section, the Candidate must clearly mark such parts of the Application or other documents/information as 'confidential'.

Apart from cases where information may be required in a judicial or administrative proceeding, or if it is otherwise required to be disclosed by any law or regulation, or where information is already in the public domain, the ESM will: (a) not disclose the Confidential Information; (b) take all reasonable measures to preserve the confidentiality and avoid disclosure, dissemination or unauthorised use of Confidential Information; and (c) not use such Confidential Information for any purpose other than as is necessary in connection with this procurement process. Confidential Information does not include information which (a) was known to the ESM prior to receiving the information from the Candidate; (b) becomes rightfully known to the ESM from a third-party source not known to the ESM (after diligent inquiry) to be under an obligation to the Candidate to maintain confidentiality; (c) is or becomes publicly available through no fault of or failure to act by ESM; or (d) has been developed independently by the ESM or authorised to be disclosed by the Candidate.

Reliance on Third Parties

If the Candidate intends to involve a third party in the supply of the services offered to the ESM the Candidate has to ensure that any such third party is bound by the requirements set forth in this PQD.

If a Candidate submits its Application as part of a consortium with a third party/third parties, such Candidate must provide as part of its Proposal:

- a clear description of the proposed consortium, its organisational hierarchy and structure, the names of all consortium members and the roles, activities and responsibilities of the consortium leader and each consortium member;
- a document authorising the consortium leader to act on behalf of the consortium member(s) (e.g. power of attorney);
- a written undertaking from the consortium member(s) confirming that it/they will place, at the consortium leader's disposal, the resources necessary for the performance of the Contract. The written undertaking must be signed by an authorised representative of each such consortium member; and
- information on whether the consortium will form a legal entity and if yes, details of the actual or proposed percentage shareholding within such legal entity and other official documents confirming existence of such legal entity. If not, full details of the proposed consortium arrangement including submission of an executed consortium agreement.

For the avoidance of doubt, if a Candidate submits its Application as part of a consortium it cannot submit another Proposal in its own name.

If a Contract is awarded to a consortium, all consortium members will be jointly and severally liable towards the ESM for all obligations arising of or resulting from the Contract.

If a Candidate considers any changes in the consortium structure it must immediately notify the ESM in writing. The composition of a consortium (including the roles, activities and responsibilities of the consortium leader and each consortium member) cannot be modified or members of the consortium

cannot be exchanged, whether during the course of this procurement process or during the term of the Contract, without the prior written consent of the ESM.

If a Candidate intends to subcontract some of the services offered to the ESM to a third party, the Candidate must provide as part of its Application:

- a clear description of the proposed subcontracting arrangement, in particular which tasks the Candidate intends to subcontract and their volume or proportion, the name(s) of the proposed subcontractor(s) and its/their roles, activities and responsibilities; and
- a document signed by a subcontractor stating its intention to collaborate with the Candidate should the Candidate be awarded a Contract.

If a Candidate subcontracts some of the services under the Contract to subcontractors, it will nevertheless remain fully liable towards the ESM for the performance of such services and responsible for the Contract as a whole. The ESM will have no direct legal commitments with the subcontractor(s).

Where the information provided to the ESM indicates that subcontractor(s) is/are to play a significant role in delivering the services offered to the ESM, any changes to the proposed subcontractors must be notified immediately to the ESM. Candidates cannot exchange or replace the subcontractors or modify the nature of the subcontracting arrangement (including the subcontracted tasks, their volume or proportion), whether during the course of this procurement procedure or during the term of the Contract, without the prior written consent of the ESM.

Moreover, any additional subcontractor(s) which was/were not assessed by the ESM during this procurement procedure may only be appointed if the ESM's has given its prior written consent.

Annex 1

Description of the Procurement Requirement

1. Background

Established in 2012, the European Stability Mechanism (“ESM”) is an intergovernmental organisation under public international law, based in Luxembourg. The ESM is a crisis resolution mechanism with the mission to provide financial assistance to euro area countries experiencing or threatened by severe financing problems. In terms of balance sheet, the ESM is amongst the world's largest IFIs, such as the European Investment Bank (EIB), the International Monetary Fund (IMF), the World Bank Group (WBG), the International Bank for Reconstruction and Development (IBRD) and the European Central Bank (ECB).

With a current staff contingent of approximately 180 full-time members coming from all over the world, the ESM operates in keeping with a lean model.

As a crisis mechanism, a culture of true teamwork, healthy resilience, and a pragmatic and flexible approach is essential at the ESM. In addition, the ESM culture has been enriched over time through the increasing diversity of our staff, currently representing 42 nationalities with backgrounds in both the private (60% of members of staff) and public sectors (40% of members of staff). The ESM is a multicultural organisation which also strongly believes in the creative power achieved when people from different backgrounds, nationalities, cultures, and genders are united in their efforts.

Since its establishment, the ESM has been continuously building its operations. In order to further support its perspectives of growth and its future role, the ESM is looking for assistance from external specialised (expert) Service Providers for the design and delivery of soft skills training services (“**Training**”) and executive coaching services (“**Coaching**”). Coaching is required to support leadership and managerial development needs. The target group for Coaching consists mainly of the management of the ESM (the Extended Leadership Team (or “**ELT**”)) and, on exceptional basis other members of staff. The target group for Training consists of all ESM members of staff.

The ESM is seeking Service Providers with experience working in international/multicultural environments within private companies and/or public organisations of a similar size.

The ESM’s official working language is English. Therefore, all those involved in the provision of the services, including the proposed trainers and coaches, are required to be highly proficient in both written and verbal English. In addition, for the avoidance of doubt, all administrative matters with the successful Candidates, with whom the ESM will sign framework agreements as a result of this procurement procedure, will also be conducted in English.

2. Services Required – Terms of References

2.1. Lots 1, 2, 3, 4 & 5: Training

The ESM intends to conclude multiple framework agreements for the provision of Training with various Service Providers. The ESM is seeking to appoint Service Providers across five Lots which reflect the ESM’s aim to offer its staff a structured and dedicated learning offer focused on five

specific Training areas (the “**Training Areas**”). The Lots are specified below and cover each of the Training Areas:

- Lot 1 - Impactful business relationships and information gathering and sharing
- Lot 2 - Self-efficiency and leadership
- Lot 3 - Writing skills
- Lot 4 - Project Management
- Lot 5 - Office automation tools

The framework agreements for Lots 1 and 2 will be awarded to all Service Providers who meet the minimum award criteria for each respective Lot who will together compose a panel of Service Providers for the respective Lots (each a “**Training Panel**” and together, the “**Training Panels**”).

Each time the ESM requires services falling within the scope of Lot 1, and/or Lot 2, Service Providers from the relevant Training Panel will be selected through mini competitions. In the event a mini-competition is not required under the ESM Procurement Policy, the implementing contract will be awarded directly to the Service Provider invited by ESM. The framework agreements will be awarded for a four (4) year term.

For Lots 3, 4 and 5, the ESM will appoint one Service Provider per Lot to the Candidate who meets the minimum award criteria and who obtains the maximum score for that Lot. The Service Provider will deliver all the Services covered in the respective Lot.

2.1.1 Scope of work

Working within a multicultural and changing environment in continuous growth and dealing with multiple stakeholders requires sound behavioural capabilities. The ESM therefore seeks Training experts with a professional level of pedagogical expertise and communication skills that will ensure the transmission of their knowledge and their know-how, and enable members of staff to meet their personal development objectives.

Please refer to Appendix A for a more detailed description of the subjects envisaged under each Training Area/Lot. Please note, the subjects listed in Appendix A are non-exhaustive and illustrative only and can be updated upon evolving business needs.

The ESM is seeking Service Providers who can design and deliver both individual and team Training courses and/or programmes. The requirements as specified in this Section 2.1 apply to all Lots unless otherwise indicated.

Selected Service Providers will be required to:

- Conduct a needs analysis with HR and key stakeholder(s) prior to each Training course and/or programme to decide and align on the objectives, content, and pedagogical approach.
- Design and/or adapt specific Training courses and/or programmes to the ESM needs. The Service Provider is also expected to develop learning paths on ESM request, in particular in relation to self-efficiency and leadership (Lot 2).
- Deliver tailor-made Training courses and/or programmes in response to specific needs. This includes blended learning, content, structure, pedagogical methods and tools.

- Develop all necessary learning materials (including any on-line resources if applicable). All learning materials are to be printed (in colour), bound and distributed to all participants by the Service Provider or provided in a digital form upon agreement with the ESM
- Proactively monitor, give advice and assist in improving the quality, relevance or range of the Training courses and/or programmes provided to members of staff by the Service Provider in the light of evaluations they receive after conducting courses and/or programmes. The Service Provider may also be asked, for certain subjects, to develop and/or correct tests before and/or after the learning activity, to measure its impact.

2.1.2. General requirements

- Target audience: all members of staff, including management
- All Training must be delivered in English. When preparing teaching material and delivering Training, Service Providers must allow for the fact that English is not the mother tongue of most of the participants
- Each trainer made available by the Candidate to the ESM must have a minimum of 6 years of relevant experience in the applicable Lot.
- The ESM may offer Training courses and/or programmes for individual members of staff, specific groups, or all members of staff;
- The size of the groups will generally be between 6 to 12 members of staff, the number may vary depending on the subject and learning needs of the participants (e.g. a lunchtime bite-size session on a subject could be for a considerably larger group).
- The duration of a course will generally be between 0.5 to 3 days, this can vary according to the specific needs of the audience. Short (90 min) learning sessions are also in scope for these assignments.
- The Training courses and/or programmes will normally take place at the ESM premises in Luxembourg (and occasionally at other venues upon ESM's request)

2.1.3. Methodology of Training courses and/or programmes

To date classroom based training is the main format used at the ESM. Therefore, the Service Provider must have a catalogue of existing courses which are suitable for delivery in the institution. The following minimum requirements regarding the number of readily available courses apply:

- Lot 1, 2 and 3: The Candidate must have at least three readily available courses from the list provided under the relevant Lot in Appendix A
- Lot 4 and 5: The Candidate must cover all topics listed under the relevant Lot in Appendix A in readily available courses.

ESM welcomes the full use of new and emerging trends in learning and development to enable members of staff and the institution to gain the maximum return on the time invested. Therefore, for each Training Area, based on identified objectives and target audience needs, a set of learning activities such as blended learning, peer exchange, webinars, facilitating communities of practice and support to other forms of informal learning, could be offered in addition to classroom based learning.

2.1.4. Nature of the target audience

ESM members of staff come from very diverse national, educational and cultural backgrounds, have strong expertise, and have different levels of mastery when it comes to soft skills competencies. Training design and delivery should therefore take into account the wide range of needs that the Training participants may have.

2.1.5. Trainers' qualities

Due to the cultural diversity at the ESM, the Service Provider must be able to propose trainers with experience in working in an international context. They must also possess a high level of competence in the field of soft skills training in general and in the field of the specific Training they are asked to develop and facilitate.

In the training approaches used, in their attitude, and in the content of the Training delivered, the trainers must respect and promote the values of the ESM, in particular: ease with uncertainty; making a difference; creativity; teamwork; excellence; respect; health and wellbeing; and diversity and inclusion. The trainers must perform the services with upmost professional integrity.

2.1.6 Planning for implementing the Training

The ESM expects to be able to conclude the contracts with the selected Candidates in Q3 in 2019. In principle, Training should be available as soon as the contracts start.

2.2. Lot 6: Executive Coaching

The ESM wants to establish a panel of up to a maximum of 12 coaches (the **"Coaching Panel"**) for Lot 6. The framework agreements for Lot 6 will be awarded to the Service Providers who propose the 12 top scoring coaches who have met the minimum award criteria. For the avoidance of doubt, this means that the ESM may enter into framework agreements with less than 12 Candidates, as more than one coach may be selected from each Candidate, and a Candidate may have more than one coach on the Coaching Panel.

Each time the ESM requires services falling within the scope of Lot 6, Service Providers from the Coaching Panel will be selected through mini competitions. In the event a mini-competition is not required under the ESM Procurement Policy, the implementing contract will be awarded directly to the Service Provider invited by ESM. The framework agreements will be awarded for a four (4) year term.

2.2.1 Scope of work

The main purpose of Coaching at the ESM is to improve managerial and leadership skills of the Extended Leadership Team (ELT) members composed of c. 20 people. On an exceptional basis it also may be made available for other members of staff.

The Coaching continuum at the ESM is clearly defined and is categorised into four areas: Skills, Performance, Developmental, Transformational.

- Skills Coaching focuses on developing specific skills. To help an individual succeed, a specialised coach may be appointed to focus on a specific area. Examples include public speaking, strategic thinking or organisational skills.
- Performance Coaching focuses on removing barriers to performance. These barriers are likely related to behaviours and personal patterns. The coach works with the individual to encourage a strong self-awareness of the behaviours and their causes, and focuses on accompanying the individual towards the desired change, aiming at a positive impact on performance.
- Developmental Coaching focuses on proactively supporting the individual when there are key career transitions requiring changes in management and leadership capability.

Developmental Coaching will, therefore, focus on the capability to adapt to roles with broader responsibilities.

- Transformational Coaching focuses on deeper reflection to enhance self-awareness and self-management. The intention of this Coaching is a deep transformation of one's personal approach to work and life in order to reach stronger fulfilment on a holistic perception.

At the RfP stage, Candidates will be asked to self-select the category or categories that apply most appropriately to their area of expertise and the areas where they will provide Coaching.

2.2.2 General Requirements:

Each coach must be proficient in English (with a level of proficiency that is very good to excellent). Additional languages are an advantage.

Each coach proposed must have:

- A minimum of eight (8) years' experience in providing Coaching;
- Provided a minimum of 350 hours (in total) of individual Coaching to management level executives across at least three (3) international public or private organisations, EU institutions or international financial institutions;
- Undergone 20 hours supervision over the last five calendar years (2013 – 2017); and
- Have completed relevant continuous professional development of at least 15 hours per year over the last three (3) years.
- Membership or accreditation with a coaching association, and/or certification, is an advantage.

Once a coach has been selected to provide coaching to an individual, the coach and the individual will have a discussion to agree on topics and the expected outcome of the process. After the individual and the coach have completed the allocated Coaching sessions, ESM HR meets the individual to collect feedback about the Coaching and the coach.

Mid-way through the Coaching sessions and again after the Coaching sessions have been completed, the individual and the coach are expected to jointly draft a document to inform the individual's Manager and HR about the assessed progress on the objectives agreed.

2.2.3: Methodologies

Any coaching model and approach is acceptable to the ESM as long as best-practices of executive coaching and professional standards defined by international coaching federations (e.g. ICF or EMCC) are respected, especially in terms of ethics and avoidance of conflicts of interest. Each coach must display a high level of professionalism, with a strong focus on ethics and integrity. The coach is not expected to perform any decision making or suggest solutions.

2.2.4: Nature of target group

The target population for Coaching services is the ESM's Extended Leadership Team. On an exceptional basis, the ESM may request Coaching for other members of staff based on specific development requirements. The requirement is for individual Coaching services.

2.2.5 Responsibilities

The coach is responsible for leading the process and guaranteeing the individual's autonomy on the individual's objectives to be developed. The coach acts as a neutral, independent, and non-judgemental facilitator to enhance the development objectives of the individual.

2.2.6 Planning for implementation and follow-up

The coach and individual agree upfront at the start of the process when the Coaching sessions will take place. In terms of organisation, the coach will be required to summarise the conversations based on a coaching log for each individual. The number of Coaching sessions is limited to a maximum of six (6) for each Coaching cycle, unless otherwise agreed by the ESM. The maximum duration of each Coaching session is 90 minutes.

The sessions can be performed face-to-face at the premises of the ESM or by virtual means (video conference or telephone) at the election of the individual receiving the Coaching.

2.2.7 Confidentiality


Coaching must be provided in accordance with the highest standards of confidentiality. All matters discussed between the Coach and the individual must remain confidential between the parties and may only be disclosed with the prior written consent of the individual receiving the Coaching. Such consent may be provided by email. The Coach is however, required to report to the ESM on the number, dates, and duration of the Coaching sessions with the individual. The Coach must also keep all matters disclosed to them by the ESM or the individual receiving the coaching in confidence.

Annex 2
Eligibility Criteria, Selection Criteria and
Other Required Information and Documents

1. Eligibility Criteria

1.1. Declaration on the Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest

Candidates are requested to complete, date and arrange signature by an authorised representative the below Declaration on the Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest

<p>European Stability Mechanism</p> 	<p>Annex 2 – 1.1 – PQ Ref. No.: HR/02/TC/Ryh/2019</p> <p>Title: Training and Coaching Services</p>
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DECLARATION ON THE EXCLUSION CRITERIA, ECONOMIC, FINANCIAL AND OPERATIONAL CAPACITY AND THE ABSENCE OF CONFLICT OF INTEREST

In applying to the following lots (please tick the appropriate box(es)):

- Lot 1
- Lot 2
- Lot 3
- Lot 4
- Lot 5
- Lot 6

The undersigned, acting in his/her own name/acting as [a] duly appointed representative(s)¹ on behalf of [NAME OF THE CANDIDATE], certify (certifies) the following and will provide the evidence to that effect as specified in the procurement documents (if applicable):

1. The Candidate is not bankrupt or being wound up, subject to administration or in any similar situation provided for in national legislation or regulations.
2. The Candidate is not guilty of grave professional misconduct, which renders their integrity questionable.
3. The Candidate is not in breach of obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which the Candidate resides or is established or where the contract awarded as a result of this procurement process is to be performed
4. The Candidate has not shown significant or persistent deficiencies in the performance of another contract, or with its obligations under the law.
5. The Candidate or its management, staff or agents are not subject to a conflict of interest.

¹ Delete as appropriate.

6. The Candidate has not seriously misrepresented information required by the ESM.
7. The Candidate did not and will not contact other Candidates with the purpose of distorting competition, or try to unduly influence the ESM's decision-making process.

If any circumstances arise during the course of the procurement process which may affect the above, the Candidate must inform the ESM thereof without undue delay.

The Candidate may submit evidence to demonstrate its eligibility despite the existence of grounds for exclusion. The ESM may, in its sole discretion, decide whether such evidence is satisfactory.

The Candidate declares also that:

1. The Candidate has the economic, financial and operational capacity (technical, management) to carry out the proposed project and tasks.
2. The Candidate has approved financial statements for the last three financial years.

By: **Signature (Signed)** _____


Name and Title (Typed) _____

Place and Date _____

1.2. Non-Collusion Declaration

Candidates are requested to complete, date and duly sign by an authorised representative the below Non-Collusion Declaration.

European Stability Mechanism



Annex 2 – 1.2 – PQ Ref. No.: HR/02/TC/Ryh/2019

Title: Training and Coaching Services

NON-COLLUSION DECLARATION

The undersigned, acting in his/her own name/as [a] duly appointed representative(s)¹ of [NAME OF THE CANDIDATE] declare(s) the following:

I refer to the PQ Ref. No.: HR/02/TC/Ryh/2019, launched by the ESM in relation to which the Candidate has submitted an Application for (please tick the appropriate box(es)):

- Lot 1
- Lot 2
- Lot 3
- Lot 4
- Lot 5
- Lot 6

In relation to the PQ Ref. No.: HR/02/TC/Ryh/2019, the Candidate has not breached any applicable provisions of competition law or other applicable laws. In particular, the Candidate has prepared the Application completely independently and certifies that it has not and will not divulge, discuss or compare its Application with other Candidates participating in this procurement process and has not and will not contact or collude with such other Candidates with the purpose of distorting competition. The Candidate will take all appropriate and necessary measures to ensure that its subcontractors or other third parties involved respect the same rules and principles.

The Candidate is not aware of any elements that could influence competition between the different Candidates participating in this procurement process. If the Candidate becomes aware of any such elements it will immediately and in writing disclose such elements to the ESM.

By: Signature (Signed) _____

Name and Title (Typed) _____

Place and Date _____

¹ Delete as appropriate.

2. Selection Criteria for LOT 1, 2, 3, 4 and 5 - Training

As part of their Application, Candidates are required to address each item/question below and to supply the requested evidence in correspondingly named and numbered way. If an attestation is requested, it must be supplied on the Candidate's company letterhead and duly signed by an authorised representative of the Candidate. For the avoidance of doubt, Candidates must also respond to all "Information Only Questions" and all answers must be accurate.

Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items/questions set out below in this Section 2.

2.1. Economic and financial standing

For Candidates applying for multiple Lots, please only provide your public liability insurance certificate once.

Item No.	Economic and financial standing	Candidate's response
1	<p><u>Lots 1, 2, 3, 4, 5:</u> The Candidate must have public liability insurance</p> <p>Please submit a copy of your public liability insurance certificate.</p>	Pass (in case the certificate is provided)/Fail (in case the certificate is not provided)
2	<p><u>Lot 1, 2, 4 and 5:</u> the Candidate must have an annual, global revenue in excess of EUR 100,000 in each of its last two (2) most recent completed fiscal years from the provision of services as described in the respective Lot (See the Terms of Reference in Annex 1 for further details on each Lot).</p> <p><u>Lot 3:</u> the Candidate must have an annual, global revenue in excess of EUR 25,000 in each of its last two (2) most recent completed fiscal years from the provision of services as described in the respective Lot (See the Terms of Reference in annex 1 for further details on each Lot)</p> <p>Note that the revenue should come from the services described in the Lot or similar training services.</p>	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

In addition to the response to the item # 1 set out above, please advise what is the maximum level of your public liability insurance for information only. For the avoidance of doubt, the level of your public liability insurance is for information only and will not be assessed.

2.2. Technical or professional ability

Item No.	Technical or professional ability	Candidate's response
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1	<p><u>Lots 1, 2, 3, 4, 5:</u> Provide details on the Candidate’s organisation structure, including:</p> <ul style="list-style-type: none"> • The number of trainers and their area(s) of specialty • Staff turnover in respect of trainers • Number of administrative support staff • Number of training courses and/or programmes designed and delivered in 2016, 2017 and 2018. 	Information only
2	<p><u>Lots 1, 2, 3, 4, 5:</u> Confirm the Candidate’s staff (other than the trainers) who will be in contact with the ESM for administrative purposes, have a high level of proficiency in written and spoken English (“Very good” to “Excellent”).</p>	Pass (in case this is confirmed)/ Fail (in case this is not confirmed)
3	<p><u>Lots 1, 2, 3, 4, 5:</u> The Candidate must have a minimum of five (5) years’ professional experience in designing and delivering Training courses and/or programmes relevant to the specific Lot applied for.</p>	Pass (in case this is confirmed)/ Fail (in case this is not confirmed)
4	<p><u>Lots 1, 2, 3, 4, 5:</u> During the last five (5) calendar years (2014 to 2018), the Candidate must have designed and facilitated tailor-made training courses and/or programmes related to the Lots applied for at least:</p> <ul style="list-style-type: none"> • 3 international public or private organisations, EU institutions or international financial institutions ; and • 2 organisations of around 100 to 250 employees* operating in fast-paced, multilingual and multicultural environment. <p>*Note the organisations can be branches of larger companies.</p> <p>The response shall be concise and limited to one page per example (max 5 pages in total) and must include at minimum the following:</p> <ul style="list-style-type: none"> - A description of client entity (size, type of entity, location). - The name of client entity, if possible. - Number of training days on specific courses and/or programmes provided to the client. - Training objectives and a detailed course outline. - Any other relevant information (e.g. training evaluation, course sample, etc.). 	Scored (min 60%)
5	<p><u>Lots 1, 2, 3, 4, 5:</u> The Candidate must be able to provide Trainers who have a high level of proficiency in written and spoken English (“Very good” to “Excellent”).</p>	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

6	Lots 1, 2, 3, 4, 5: Each Trainer made available by the Candidate to the ESM must have a minimum of 6 years of relevant experience in the applicable Lot.	Pass (in case this is confirmed)/Fail (in case this is not confirmed)
7	Lot 4: All courses designed for the ESM must follow the Waterfall or the Agile methodologies and the trainers who deliver the training must have relevant certifications.	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

For Information Only:

If Candidates are responding to multiple Lots and the answer to the below questions differ for each Lot, please provide your answers in separate documents for each Lot.

Questions	Candidate's response
Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	Information only
Is the entity contracting with the ESM ("Contracting Entity") registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	Information only
Is any entity directly or indirectly controlling the Contracting Entity (e.g. a parent company) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	Information only
Is any other entity with access to ESM data (e.g. a subcontractor providing the IT infrastructure/servers) registered outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	Information only

2.3. Authorisation and suitability to carry out the relevant professional activity

Item No.	Authorisation and suitability to carry out the relevant professional activity	Candidate's response
1	The Candidate must be able to deliver the services in Luxembourg and any additional location as may be required by the ESM	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

3. Selection Criteria for LOT 6: Executive Coaching

As part of their Application, Candidates are required to address each item/question below and to supply the requested evidence in correspondingly named and numbered way. If an attestation is requested, it must be supplied on the Candidate’s company letterhead and duly signed by an authorised representative of the Candidate. For the avoidance of doubt, Candidates must also respond to all “Information Only Questions” and all answers must be accurate.

Please note that for the purpose of the evaluation of the Applications the ESM will assess the responses provided to the items/questions set out below in this Section 2.

3.1. Economic and financial standing

Item No.	Economic and financial standing	
1	<p>The Candidate must have a public liability insurance</p> <p>Please submit a copy of your public liability insurance.</p>	Pass (in case the certificate is provided)/Fail (in case the certificate is not provided)
2	<p>The Candidate must have an annual, global revenue in excess of €25,000 euros in each of its last two (2) most recent completed fiscal years as a result of the core competence from the provisions of Annex 1.</p>	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

In addition to the response to the item #1 set out above, please advise what is the maximum level of your public liability insurance for information only. For the avoidance of doubt, the level of your public liability insurance is for information only and will not be assessed.

3.2. Technical or professional ability

Item No.	Technical or professional ability	
1	<p>Provide details on the Candidate’s organisation structure, including:</p> <ul style="list-style-type: none"> • The number of coaches and their area(s) of specialty • Number of administrative support staff 	Information only
2	<p>Confirm the Candidate’s staff who will be involved in the provision of the services to the ESM, have a high level of proficiency in written and spoken English (“Very good” to “Excellent”).</p>	Pass (in case this is confirmed)/ Fail (in case this is not confirmed)

3	<p>Each coach proposed must have a minimum of 8 years' experience in executive coaching at management level.</p>	<p>Pass (in case this is confirmed)/ Fail (in case this is not confirmed)</p>
4	<p>During the last five (5) calendar years (2014 to 2018), each coach must have provided a minimum of 350 hours (in total) of individual coaching to management level executives across at least three (3) international public or private organisation, EU institution or international financial institution?</p> <p>Please detail the type and scope for each example in a table format with the following indication:</p> <ul style="list-style-type: none"> -Period of coaching; - Company; - Management level; - Number of hours of coaching; - The coaching field(s)/category(ies) - Short description of process and models/techniques used. 	<p>Pass (minimum 350 hours and at least three examples provided) / Fail (350 hours and/or at least three examples not provided)</p>
5	<p>Over the last five (5) calendar years (2014 to 2018), each coach must have undergone 20 hours of supervision.</p> <p>Indicate the name of supervisor(s) and period.</p>	<p>Pass (in case this is confirmed)/ Fail (in case this is not confirmed)</p>
6	<p>Each coach must comply with a code of ethics. Please confirm which code of ethics the Candidate complies with (this may include their own code of ethics even if not affiliated with a professional coaching association) and provide a copy.</p>	<p>Pass (in case this is confirmed and provided)/ Fail (in case this is not confirmed and/or provided)</p>
7	<p>Each coach must provide evidence (training record) they have completed relevant continuous professional development of at least 15 hours per year over the last three (3) calendar years (2016-2018).</p>	<p>Pass (in case this is provided)/Fail (in case this is not provided)</p>

Item No.	Authorisation and suitability to carry out the relevant professional activity	Candidate's response
1	The Candidate must be able to deliver the services in Luxembourg, in any additional location as may be required by the ESM and remotely.	Pass (in case this is confirmed)/Fail (in case this is not confirmed)

4. Other Required Information and Documents

3.1. Cover Certification Form

Candidates are requested to complete, date and duly sign by an authorised representative the below Cover Certification Form.



COVER CERTIFICATION FORM

The undersigned, acting in his/her own name/acting as [a] duly appointed representative(s)¹ on behalf of [NAME OF THE CANDIDATE], certify that this Application is made without prior understanding, agreement, or connection with any other person(s) or company(ies) submitting an Application in this procurement process and is in all aspects fair and without collusion or fraud. I certify that I am authorised to sign this Application on behalf of the Candidate.

I further certify that:

- The submission of this/these Application(s) is deemed as acceptance of all the terms and conditions of this PQD.
- The content of this Cover Certification Form, the Declaration on Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest, the Non-Collusion Declaration and the Application are true, accurate and complete.
- The responses and justifications to the Selection criteria are true, accurate and complete.

Required Information

Response of Candidate

Exact legal name:

Legal type (e.g. private limited liability company):

City, Country:

Nationality or Head Office Location:

Registered office address:

Telephone:

Website:

E-mail address:

Name of the authorised contact person for matters pertaining to this PQ	
E-mail:	

Name and title of representative(s) signing the Application on behalf of the Candidate:

By: Signature (Signed) _____

Name and Title (Typed) _____

Place and Date _____

¹ Delete as appropriate.

APPENDIX A

PQ ref. No HR/02/TC/Ryh/2019 Training & Executive Coaching Services

THIS IS A NON-EXHAUSTIVE AND ILLUSTRATIVE LIST

1. Impactful business relationships and Information gathering and sharing

- Presentation skills
- Public speaking
- Speed reading
- Notes / minutes taking
- Train-the-trainer
- Information gathering interview and powerful questioning
- Negotiation and influencing skills
- Interpersonal communication skills
- Understanding political messages and deal with ambiguity
- Active listening
- Assertiveness
- Personal impact
- Chairing meetings
- Emotional intelligence
- Business networking skills
- Business etiquette and diplomatic protocol
- Other relevant topics

2. Self- efficiency and leadership

- Self-Leadership
- Junior Management Development (People Management Fundamentals)
- Leadership for Experts (non-managers)
- Emerging Leaders
- Creative problem-solving
- Personal Efficiency / Time Management
- Stress management (mindfulness-based programme)
- Other relevant topics

3. Writing Skills

- Different levels of media communications writing skills training
- Different levels of financial (technical) writing skills training
- Different levels of professional reports and other written communications training
- Other relevant topics

4. Project Management

- Different levels of Project Management methodologies based on Waterfall (at least PMI, other methodologies such as Prince2 and PM² would be an advantage)
- Different levels of Project Management methodologies based on Agile (at least Scrum)

- Project Management software training at least for Waterfall and Agile. Any other project management software training would be an advantage.

5. Office automation tools

- Different levels of training for Microsoft tools (Minimum Excel, Word, Powerpoint, Outlook, Skype for Business, Sharepoint end-user)
- Different levels of training for graphics and presentation tools (eg. Thinkcell, PowerPivot)
- Other relevant tools and topics

6. Executive coaching