



Pre-Qualification Document

PQ Ref. No.: FM/02/STRE/RYP/20

**Lot 1: Provision of internal project management services for
the construction of a new building for the ESM**

**Lot 2: Provision of construction project management
consultancy services for a new building for the ESM**

12/06/2020

1 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:

<https://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 966/2012 of the European Parliament and of the Council (as amended) 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 as 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.

2 Contents of this PQD

The PQD consists of the following documents:

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

3 Overview of the Procurement Requirement

The ESM intends to establish framework agreements (the “**Framework Agreements**” or “**Contracts**”) with Service Providers (individually, “**Service Provider**” and collectively, “**Service Providers**”) to support the ESM with the provision of (1) internal project management services, and (2) construction project management and subject matter expertise services for the construction of a new building for the ESM (each a “**Lot**” and together “**Lots**”).

The ESM is seeking to appoint two (2) Service Providers across two (2) Lots:

Lot name	Number of Service Providers
Lot 1 – Provision of internal project management services for the construction of a new building for the ESM	One
Lot 2 – Provision of construction project management consultancy services for a new building for the ESM	One

The ESM will award one Contract per Lot to the Candidate who meets best the award criteria and who obtains the maximum total score for that Lot. The Service Provider will deliver all the Services covered in the respective Lot.

IMPORTANT: Candidates can submit an application for both Lots. However, in order to avoid potential conflict of interest, a Candidate who will be awarded a Contract under Lot 1 cannot be and will not be awarded a Contract under Lot 2 and vice-versa. Candidates are requested to indicate for which Lot they would prefer to be awarded the Contract if their maximum total score is such that they would be otherwise awarded Contracts under both Lots.

The Contracts to be awarded as a result of this procurement procedure will have a duration until the new building for the ESM is built, fully operational, free from defects, and all related documentation and invoices have been approved. It is estimated that the building will be completed and handed over in Q1 2028. The planned move into the building is expected in early Q2 2028.

3.1 Type of Procurement Procedure

This procurement procedure is carried out by the ESM under a 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.

3.2 Procurement Process Steps and Timelines

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

Please note that the timeline for the procurement process is different for each Lot.

Lot 1:

No.	Procurement Process Steps	Timeline
1.	Contract notice and PQD publication date	12/06/20
2.	Info session	18/06/20 or 19/06/20

No.	Procurement Process Steps	Timeline
3.	Deadline for submission of clarifications/questions on the contract notice and the PQD	22/06/20
4.	Response to the clarifications/questions on the contract notice and the PQD	Regularly
5.	Deadline for submission of Applications (the "Applications Deadline")	03/07/20, 11:00 hrs (local Luxembourg time)
6.	Target date for dispatch of the ESM's decision on the pre-qualified Candidates	15/07/20

Lot 2:

No.	Procurement Process Steps	Timeline
1.	Contract notice and PQD publication date	12/06/20
2.	Info session	18/06/20 or 19/06/20
3.	Deadline for submission of clarifications/questions on the contract notice and the PQD	22/06/20
4.	Response to the clarifications/questions on the contract notice and the PQD	Regularly
5.	Deadline for submission of Applications (the "Applications Deadline")	03/07/20, 11:00 hrs (local Luxembourg time)
6.	Target date for dispatch of the ESM's decision on the pre-qualified Candidates	30/09/20

3.3 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.

3.4 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 not to answer any queries received after the deadline for submission of the queries.
- d) Subject to point e) below, responses to the queries will be uploaded on the ESM website if they are of relevance to all of Candidates.
- e) If the ESM receives a query from a Candidate which, in the sole discretion of the ESM, constitutes a query relevant to that Candidate only, the ESM will provide response to that Candidate only.

3.5 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.
- The Candidate should clearly identify in the Application any requirements specified in this PQD that the Candidate cannot satisfy.

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 questions posed in this PQD as instructed (see Annex 2 Section 2. Selection Criteria for Lot 1 and Section 3. Selection Criteria for Lot 2)	PDF
4.	Attachments	Candidates are requested to include any attachments, as requested	PDF

3.6 Coordinates and Guidelines for Submission of Applications

Applications must be submitted no later than the Applications Deadline specified at point #5 of the Procurement Process Steps and Timeline table and must be submitted **via e-mail** only to:

Email: procurement@esm.europa.eu

PQ Ref. No.: FM/02/STRE/RYP/20 [Lot 1] and/or [Lot 2]

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.
 - o “Annex 2: 1.1 – Declaration on the exclusion criteria, economic, financial and operational capacity and the absence of conflict of interest”
 - o “Annex 2: 1.2 – Non-Collusion Declaration”
 - o “Annex 2: 3.1 – Cover Certification Form”
- d) All files must be provided in a standard non-editable format, such as PDF.

3.7 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

To assess a Candidate’s capacity to perform the Contracts, the ESM will apply the following selection criteria per each Lot (full information can be found in **Annex 2, Section 2. Selection Criteria for Lot 1 and Section 3. Selection Criteria for Lot 2**).

In the event that the Candidate submits an Application together with a third party/-ies and/or with sub-contractor(s), the combined capacities of the Candidate and all such third party/-ies and/or subcontractor(s) will be assessed for the purpose of meeting the selection criteria.

SELECTION CRITERIA – elements of the evaluation	
Economic and financial standing	Pass / Fail
Technical or professional ability	Pass / Fail
Authorisation and suitability to carry out the relevant professional activity	Pass / Fail

Candidates must achieve a rating of “Pass” for all the “Pass / Fail” criteria to be considered as pre-qualified Candidates.

4 Terms and Conditions of this PQD

4.1 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 of 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 Framework Agreement is awarded as a result of this procurement process. 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.

4.2 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.

4.3 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.

4.4 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'.

Candidates are advised that their participation in this procurement process constitutes Confidential Information except for the involvement of a third party in the supply of the services offered the Candidate and the announcement by the ESM of the successful Candidate on the ESM website in accordance with Article 9.17 (3) of the Procurement Policy.

Except if 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. Confidential Information may only be shared with third parties (e.g. contractors) that have a need to know the Confidential Information in relation to this procurement process and provided that such third parties comply with the confidentiality obligations provided in this section.

In addition, if the Candidate has signed an ESM confidentiality undertaking the Candidate agrees to comply with all obligations set forth in such confidentiality undertaking. If there is a conflict between such confidentiality undertaking and this procurement procedure, the confidentiality undertaking will prevail.

4.5 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. 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;
- b. a document authorising the consortium leader to act on behalf of the consortium member(s) (e.g. power of attorney);
- c. 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
- d. 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 Framework Agreement 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. 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
- b. 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 Framework Agreement to subcontractors, it will nevertheless remain fully liable towards the ESM for the performance of such services and responsible for the Framework Agreement 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 Terms of Reference

1. BACKGROUND

The ESM is the major tenant of the building it occupies which is located at 6a, Circuit de la Foire Internationale in Luxembourg (the **"KUBIK property"**). The KUBIK property has a gross floor area (**"GFA"**) of about 13,000 m². It provides space for about 300 workspaces.

The ESM currently uses approximately 85% of the portion of the KUBIK property available for rent and it occupies 100% of the available office space. The ESM currently rents a total of 131 parking spaces within the KUBIK property and in the nearby Auchan shopping mall parking space.

The ESM aims to design and construct a new building on a specified plot of land in Luxembourg Kirchberg district, and to set up effective and efficient management and operations for it, in collaboration with the State of Luxembourg, ABP (*Administration des Bâtiments Publics*), and FUAK (*Fonds d'urbanisation et d'aménagement du Plateau de Kirchberg*) (**"Construction Project"** or **"Project"**)¹.

The new building is aimed to have a GFA of about 19,500 m², and 13,300 m² usable area (UA) with approximately 350 workspaces and an underground parking area (the **"ESM building"** or **"New building"**).

At the same time (subject to approval by the relevant Luxembourg authorities, including Luxembourg Parliament), the State of Luxembourg will construct, pay, own and use another, separate building (the **"Luxembourg building"**) on the same plot of land, as office area for its own purposes, which will be built closely in line with the ESM's standards and requirements.

The total size of the new buildings (ESM building and Luxembourg building) is set at up to about 26,500 m² GFA. The construction of the new buildings will ensure an adequate utilisation of the available surface on the plot of land currently reserved for the ESM. The exact layout will be determined in the course of the planning phase, notably in order to take into account a potential re-integration of the Luxembourg building into the ESM building in the future.

The below preliminary and high-level timeline gives an overview on the planned next steps:

¹ A feasibility study for the Project already exists and can be taken as the basis for further planning. The feasibility study compiled in a "Design Brief" and other relevant documents will be shared with the pre-qualified Candidates. In addition, the pre-qualified Candidates for Lot 2 will be provided with a document defining the ESM's functional and operational requirements as well as further documentation related to the Project.

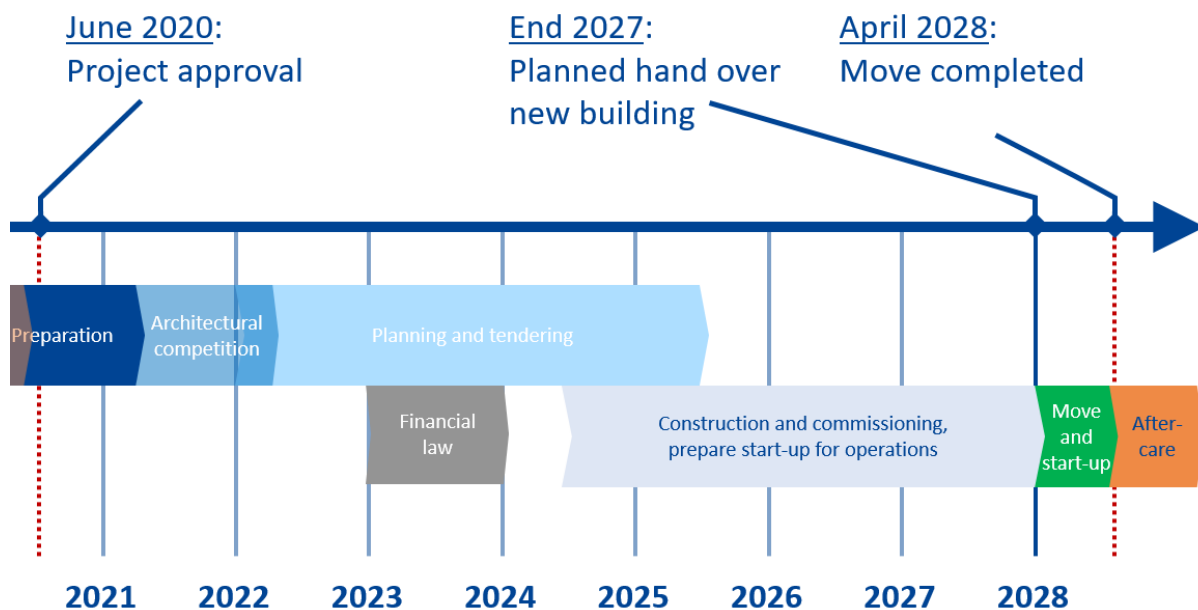


Figure 1: Indicative Project Timeline

1.1. New Building Concept

With the New building the ESM aims, within the agreed budget framework, to achieve the best overall value for money, bearing in mind the life-cycle, cost efficiency and effectiveness, and without compromising the quality of the New building.

The ESM aims to implement a **smart building with a high level of automation**, allowing for a **collaborative and interactive working approach in a highly innovative environment** that will consider the requirements and needs of its future occupants and operators.

This requires an **integrated design and management/operation process following BIM (Building Information Modelling and Management) principles** intended to create, manage and operate a highly efficient building that achieves the best balance between **ecological, economical, and social objectives**. In particular, **effective and efficient operation** as well as the building's energy, environmental and acoustic performances are important.

1.2. Project execution model

The ESM foresees a Project execution model with the ABP in the role of the project owner (*"maître d'ouvrage/Bauherr"*) and the ESM as a client and future owner of the ESM building.

As a project owner, the ABP will be responsible for conducting all processes related to design and construction of the building, based on the ESM requirements, including the conduct of the related tender procedures in compliance with the applicable public procurement regulations.

At the start of the Construction Project, a general planner will be selected via an architectural competition. The other contractors will be tendered by the ABP and announced after the conceptual design or after the execution of the planning phase.

Appropriate agreements will be concluded between the ESM and the relevant Luxembourg authorities with regards to the integration of the ESM in the Project and its decision-making authority, and the setting up of the approval procedures. Agreements will be also concluded between the still to be

defined relevant third parties (e.g. contractors) on costs and pricing models, timelines, quality requirements etc.

The Service Providers appointed under this procurement process, will fully manage and monitor the Project on the ESM side within the agreed framework with the Luxembourg authorities. The Service Providers will be responsible for defining quality gates and metrics that will allow the ESM to perform quality and other checks, and reach the objectives of the Project.

The Project will be executed in three languages (English being the working language of the ESM, German and French being the languages used by the Luxembourg authorities and their contractors). All formal and informal communication of the Service Providers with the ESM will be in English. Thus the knowledge of the three languages will be considered as a strong advantage for the Service Providers’ teams. If there is a need for translation of any Project related documentation, the ESM will arrange and cover the expenses for the translation services.

1.3. Project Organisation

To conduct the Construction Project, external and internal resources will be required. The ESM will appoint a Project sponsor and a Project executive. The ESM will dedicate one full-time person (an FM expert) for the duration of the Project.

The ESM will set-up a building task force (BTF) and building steering committee (BSC). A user group (UG) within the ESM will be also formed to provide feedback on some requirements, e.g. when it comes to future occupation planning and it will act as “sounding boards” to reflect on certain concepts, etc.

The Project organisation is illustrated in the diagram below:

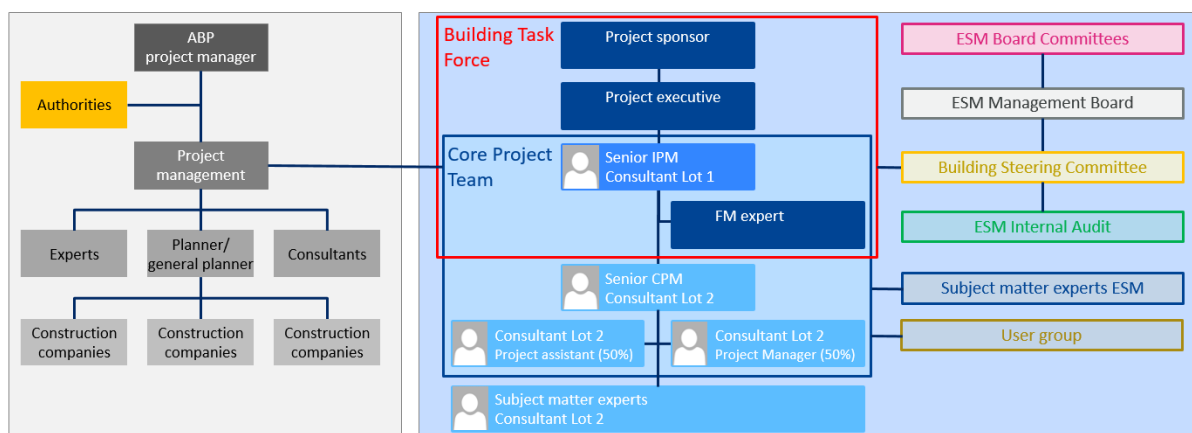


Figure 2: Project Organisation

The ESM is procuring the required external resources via two Lots:

Lot 1: Internal Project Management services (“IPM”)

Lot 2: Construction Project Management Consultancy services (“CPM”)

The Service Provider acting as an IPM will provide one full-time dedicated Senior IPM. The Senior IPM will report to the Project executive, the BTF, the BSC and the ESM Management Board (MB).

The Service Provider acting as a CPM will provide one full-time dedicated person (the Senior CPM) and two part-time (50% each) resources: a Project manager and a Project assistant (the “CPM team”). Further, it will provide subject matter experts who will be available throughout the Construction Project on a “need-be” basis. The Senior CPM will report to the IPM and the ESM FM expert, and to the BTF if requested.

The **Core Project Team** (CPT) will consist of the Senior IPM, the ESM FM expert, and the CPM team.

On the side of the Service Providers, there should be a single point of contact per Lot for the ESM throughout the Construction Project.

2. OBJECTIVES

The **ultimate objective** of the Construction Project is to design, build and take into full operation and free of defects the New building, in line with the ESM's values and requirements.

With regards to the Project execution model, the ESM has the following objectives:

- Delivering the New building in line with the set requirements and budget, while at the same time minimising risks related to deadlines and costs.
- Limited impact on ESM Facility Management (FM) team 'business as usual' operations.

Under the Contracts, the Service Providers will be required to provide project management, subject matter advice and hands-on support, as well as knowledge transfer to the ESM in achieving the ultimate objective of the Construction Project.

The ESM is, therefore, looking to award one Contract to a single Service Provider for each Lot i.e. for the provision of IPM services, and CPM services during the construction and operations' start-up of the New building.

The Service Providers awarded the Contracts in each Lot must work in a collaborative manner and must support the ESM in achieving the ultimate objective of the Construction Project.

3. TASKS

The Construction Project will be conducted in compliance with the AHO² standards and regulations. The Service Providers will manage and perform all project management and subject matter expert tasks within the remit of the ESM's responsibility throughout the following planned **stages** of the Construction Project:

- I. Initiation & Concept Phase
- II. Planning & Design Phase
- III. Procurement Phase
- IV. Construction Phase
- V. Close-Out Phase

Furthermore, the Senior IPM and the CPM team will manage the ESM's move into the New building, and the establishing of effective and efficient management and operations of the New building.

Section 4 of these Terms of Reference gives a more detailed view on the requirements and responsibilities of the individual roles. The specific tasks will be defined in full detail in the relevant Implementing Contracts signed under the Framework Agreements.

All tasks have to be provided in line with ESM applied practices and governance, involving the relevant stakeholders such as the BTF, BSC, the MB, and ESM divisions and teams such as: Business Strategy and Project Management, Risk and Compliance, Finance and Control, Commercial Legal and Procurement, etc.

² „Ausschuss der Verbände und Kammern der Ingenieure und Architekten für die Honorarordnung e.V.“ - [Homepage](#)

To the extent permitted under the ESM Procurement Policy, the ESM may require new or additional services, which are not initially provided by the Service Providers, or to modify existing services at any time during the term of the Contract.

3.1. Specific tasks Lot 1:

Having in mind the Project execution model' specifics and the requirements of the AHO regulations, the Senior IPM will have the following key accountabilities throughout the Construction Project:

- Manage and oversee on behalf of the ESM the completion of the Construction Project and the establishment of effective and efficient management and operations for the New building.
- Oversee and lead interactions on behalf of the ESM on any Project related matters with the Luxembourg authorities and third parties.
- Refine the relevant agreements and the functional and operational requirements throughout the Project.
- Oversee all tasks related to project management, quality management, time management, cost management, contract and claims management³ during all stages of the Project.
- Act as a quality controller of the Construction Project management.
- Ensure that objectives, requirements, costs, deadlines and the agreed quality levels of the Construction Project are achieved.
- Timely challenge developments or decisions with a potential negative impact, flag the consequences and escalate where needed.
- Manage the start-up of the operations for the New building, together with the relevant ESM teams and the Lot 2 Service Provider.
- Ensure the post Project/after care management.
- Refine and enforce the overall Project governance.
- Oversee and participate where needed in preparing, taking part in and documenting any Project related meetings.
- Report to the ESM stakeholders.

3.2. Specific tasks Lot 2:

The Senior CPM and his/her team will have the following key accountabilities throughout the Construction Project:

- Support the Senior IPM in fulfilling his/her accountabilities, by providing timely and high quality construction project management consultancy and subject matter expertise services.
- Manage and provide all tasks related to project management, quality management, time management, cost management, contract and claims management⁴ during all stages of the Project.
- Contribute to refining the relevant agreements with the Luxembourg authorities and third parties.
- Contribute to refining the functional and operational requirements throughout the Project.
- Support and provide advice to the ESM on any Project related matters with the Luxembourg authorities and third parties.
- Ensure and support evaluation of all individual changes within the Project framework in view of the impact on the overall Construction Project (e.g. technical incompatibility, operational issues, regulatory requirements, etc.).
- Ensure that any changes after pre-planning/design planning that will have a major impact on the Project in terms of costs, deadlines and quality, are clearly communicated and well documented at every decision / approval point.

³ In line with the AHO regulations for construction projects: <https://www.aho.de/themen/hoai/>

⁴ In line with the AHO regulations for construction projects: <https://www.aho.de/themen/hoai/>

- Define, implement and start-up the operations management for the New building, together with the relevant ESM teams. This includes checking final documentation and invoices, setting-up operational and other procedures (e.g. FM, IT, business continuity and incident management) and tools (e.g. building automation and management systems, FM and IT related applications and tools), taking part in the tender processes for the services (e.g. building insurance, furniture, supplies, energy) for the New building, fine-tuning of operations, delivery of training sessions for the ESM relevant staff members (e.g. FM, IT, users), and undertaking further steps required to ensure effective and efficient management of operations for the New building.
- Provide post Project/after care management.
- Report to the ESM stakeholders.
- Prepare, take part in and document any project related meetings.

4. PROFILE REQUIREMENTS AND RESPONSIBILITIES

4.1. General requirements applicable to both Lots

Each of the Service Providers will dedicate resources that will be available throughout the whole duration of the Construction Project until the New building is fully operational, free from defects, and all related documentation and invoices have been approved. The Service Providers will train and transfer knowledge to the FM team on how to manage and operate all the subject matter expert concepts in the New building.

The profile requirements and responsibilities of the Service Providers' team members are described in detail below for each Lot.

The Service Providers will ensure that any planned days off are taken in a coordinated manner. For the avoidance of doubt, the ESM requires that at least one of the Senior IPM, Senior CPM or ESM FM expert has to be fully available throughout the duration of the Project. The ESM can request presence on site of the Senior IPM and Senior CPM in peak times of the Project.

All Service Providers' team members will regularly consult the International Facility Management Association (IFMA), the National Institute of Standards and Technology (NIST), the Whole Building Design Guide and other sources deemed appropriate to keep track on the latest industry trends and developments, and ensure the best practises are considered.

4.2. Lot 1: Specific responsibilities and requirements

The Service Provider for Lot 1 will make available a full-time Senior Internal Project Manager (Senior IPM) to the Core Project Team. The ESM FM expert, and if required by the ESM, the Senior CPM will act as back-up to the Senior IPM on technical and subject matter aspects in case of short-term (up to 1 month) absences.

The Senior IPM will assume all project management responsibilities on the ESM side and will support with the oversight of the Construction Project from inception to completion in line with the defined Project's objectives.

Senior Internal Project Manager

➤ Responsibilities:

- Ensuring overall coordination and management of all stakeholders and resources assigned to the Construction Project on behalf of the ESM, together with the ABP and other relevant third parties.
- Leading the negotiations of the relevant agreements on behalf of the ESM with the Luxembourg authorities and third parties.

- Managing the ESM's contribution to the architectural competition (conducted by the ABP) and participating in related jury decisions.
- Providing input to the relevant agreements with the Luxembourg authorities and third parties.
- Refining the functional and operational requirements following the negotiations with the Luxembourgish authorities and throughout the Project.
- Overseeing and ensuring that all required tasks related to quality, cost and time management, contract and claims management, risk and escalation management⁵ are on track during all stages of the Project (see details of the tasks defined for Lot 2 team).
- Timely challenging developments or decisions with a potential negative impact, flagging the consequences and escalating where needed.
- Overseeing the definition, implementation and starting-up of the operations management for the New building, together with the relevant ESM teams and Lot 2 team.
- Managing commissioning and hand-over of the New building from the ABP to the ESM.
- Overseeing the move in the New building and start-up of the operations.
- Coordinating the inauguration of the New building and leading change management initiatives for the building occupants/users to allow as smooth as possible move-in process.
- Ensuring post Project/after care management: technical management following completion of the building, overseeing of the acceptance-testing of the New building, including management of latent defects and support during guarantee period.
- Overseeing the occupational health and safety coordination and compliance with legal and operator reliabilities on behalf of the ESM throughout the Project and for the New building operations.
- Reporting and ensuring the required deliverables are provided on time and to the required quality standards.
- Providing all Project organisation tasks: e.g. refining and updating, as required, project organisation plan and governance, roles, tasks and responsibilities, time and milestone planning, or project structure planning, conducting risk assessment and taking measures appropriate to the findings, and creating and updating, as required, the project communication strategy and information flow, reporting, recording and monitoring procedures.
- Preparing and moderating the BSC and other governance meetings.
- Conducting spot check visits to the construction site and reporting to the ESM about status, progress, risks/issues.
- Keeping up-to-date Project documentation (procedures, user guides, building plans, tools, etc.).

➤ **Requirements and qualifications:**

- A completed degree in architecture, civil engineering, quantity surveying, property development or another topic relevant to the position.
- At least 8 years of professional experience in leading or managing construction projects for office buildings or in relation to commercial buildings' construction projects and building operations, in particular in cooperation with public sector authorities. Having led a comparable construction project from start to finish is a strong asset.
- Project management and/or Agile qualification (e.g. PMP, PMI, PM2, Prince2, SCRUM, SAFe, or equivalent).
- Experience in providing quality reviews of deliverables.
- Proficiency in project management software tools and MS Office.
- Experience in BIM, organising and coordinating move-ins and start-up of operations is a strong asset.

⁵ In line with the AHO regulations for construction projects: <https://www.aho.de/themen/hoai/>

- Knowledge of the Luxembourg market environment and the ability to provide the ESM with benchmark pricing related to commercial buildings' construction projects and building operations is an asset.
- Fluent in English (both written and spoken), and fluent in German or French. Fluency in all three languages is a significant advantage.
- Experience in strategic planning, risk management and/or change management.
- International work experience and intercultural competence is an asset.
- Ability to inspire confidence and deal with clients, contractors and designers at all levels in a proactive way, including strong negotiation and influencing skills.
- Excellent collaboration and communication skills with a positive attitude and the ability to give and take feedback, and implement lessons learned.
- Strong analytical and organisation skills.
- Excellent decision-making skills.
- Proactive, self-motivating personality with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

4.3. Lot 2: Specific requirements and responsibilities

The Service Provider will make available a team to the ESM. The team will consist of the resources dedicated to the Core Project Team (i.e. a full-time Senior CPM, part-time (50% each) Project Manager and Project Assistant), and subject matter experts (SMEs).

The Service Provider's resources in the Core Project Team will assume all required responsibilities that will take the Construction Project from inception to completion in line with the defined Project's objectives. The SMEs will provide technical expertise and support to the Core Project Team, and will guide them on the related subject matter topics. For that purpose, the SMEs are required to keep abreast of relevant legislative changes, industry issues and developments in best practice in the relevant field.

The SMEs will be requested by the ESM on demand depending on the needs of the Construction Project. One person can cover a specific or several SME topic(s). Additional subject-matter expertise than the ones defined below, and related to building construction projects, may also be required by the ESM. Where the specific expertise is not available in-house, the Service Provider may be allowed (if the ESM provides its consent in writing) to sub-contract subject matter services during the duration of the Contract.

The SMEs' involvement will be required mainly in the planning phase and while refining the ESM requirements for the New building and for the provision of all goods and services for the building operation, but also to review construction progress and to support acceptance and commissioning, and review of the documentation. The SMEs will collaborate directly with the relevant Luxembourg authorities and their appointed technical experts.

Team members' replacement

The Service Provider will ensure that their team members will be substituted only in exceptional cases and based on ESM prior written agreement.

In case of sickness, holidays, maternity/paternity leave and other absences of any of the Service Provider's team member, the Service Provider will provide a replacement within the timeframe agreed with the ESM. The Service Provider will advise the ESM as soon as possible about any proposal to replace any team member. The ESM will have the right to assess and interview the candidate(s) for the team member replacement.

If in the reasonable opinion of the ESM any of the Service Provider's team members is incapable of carrying out his/her duties; is unsuitable to provide the Services for whatever reason (including, but not limited to justified complaints from ESM staff members and/or third parties involved in the Project); or has materially failed, in the opinion of the ESM, to carry out its duties with reasonable skill and care, the ESM may require that the Service Provider replace such team member.

In case of any team member replacements, the Service Provider will ensure that all new team members will receive an appropriate theoretical and practical introduction, which will be conducted by the Service Provider without using any ESM resources and at the expense of the Service Provider. The substitute will be no less experienced or qualified than the team member being replaced.

Senior Construction Project Manager

➤ **Responsibilities:**

- Ensuring overall coordination and management of the Service Provider's team (Project Manager, Project Assistant and SMEs) throughout the Construction Project.
- Closely collaborating with and report to the Senior IPM, and to other members of the Core Project Team.
- Proactively supporting and advising the Senior IPM in managing and coordinating the Construction Project on behalf of the ESM, and in fulfilling its responsibilities as described in point 4.2.
- Supporting the negotiations with the Luxembourgish authorities throughout the Construction Project.
- Providing technical input, together with the Project Manager and relevant SMEs, to the ESM operational and functional requirements for the design and the construction of the New building.
- Managing and providing all required tasks to ensure quality, cost and time management, contract and claims management, risk and escalation management⁶ during all stages of the Project.
- Providing building information modelling management advice.
- Ensuring that cost calculations take the entire life cycle into consideration.
- Providing input to the contracts signed by the Luxembourg authorities with the contractors and advising in the context of change requests to the Project.
- Reporting about status and/or any issues with the planners and construction companies appointed by the Luxembourg authorities.
- Conducting spot check visits to the construction site and reporting to the ESM about status, progress, issues.
- Coordinating technical reviews (including invoices, documentation and other deliverables towards the ESM).
- Advising and defining, together with the SME Facility Management, the requirements for provision of goods and services for the New building (e.g. security, catering services, supplies), and supporting the conduct of the necessary procurement processes in compliance with the ESM Procurement Policy.
- Managing the implementation and start-up of the operations for the New building, together with the relevant ESM teams and the Senior IPM.
- Supporting the commissioning and hand-over of the New building from the ABP to the ESM.
- Managing the move in the new Building.
- Supporting the inauguration of the New building to allow as smooth as possible move-in process.

⁶ In line with the AHO regulations for construction projects: <https://www.aho.de/themen/hoai/>
PQ Ref. No.: FM/02/STRE/RYP/20

- Providing technical support following completion of the building, providing advice on the performance of acceptance-testing of the New Building, including management of latent defects and support during guarantee period.
 - Organising and delivering user training sessions to the building occupants/users and the FM team.
 - Ensuring occupational health and safety coordination on behalf of the ESM throughout the Project and for the future building operations.
 - Reporting and ensuring the required deliverables are provided on time and to the required quality standards.
 - Keeping up-to-date Project documentation (procedures, user guides, building plans, tools, etc.).
 - Providing input for and attending the BSC's meetings.
- **Requirements and qualifications:**
- A completed degree in architecture, engineering, quantity surveying, property development or similar.
 - At least 8 years of professional experience in leading or managing construction projects for office buildings, including BIM, organising and coordinating move-ins and start-up of operations.
 - Project management and/or Agile qualification (e.g. PMP, PMI, PM2, Prince2, SCRUM, SAFe, or equivalent).
 - Proficiency in project management software tools and MS Office.
 - Good knowledge of all relevant laws and regulations related to commercial buildings' construction projects and building operations.
 - Experience in the Luxembourg market environment in relation to commercial buildings' construction projects and building operations is an asset, in particular when in cooperation with Luxembourg authorities such as the ABP and the public sector.
 - Knowledge of suppliers serving the Luxembourg market and the ability to provide the ESM with benchmark pricing related to commercial buildings' construction projects and building operations is an asset.
 - Fluent in English (both written and spoken), and fluent in German or French. Fluency in all three languages is a significant advantage.
 - Experience in strategic planning, risk management and/or change management.
 - International work experience and intercultural competence is an asset.
 - Ability to inspire confidence and deal with clients, contractors and designers at all levels in a proactive way.
 - Excellent collaboration and communication skills with a positive attitude and the ability to give and take feedback, and implement lessons learned.
 - Strong analytical, organisation and technical skills.
 - Excellent decision-making skills.
 - Proactive, self-motivating personality with a strong work ethic and solution-orientation mentality.
 - Reliable, trustworthy, and committed to team's success.

Project Manager

- **Responsibilities:**
- Working collaboratively with the Core Project Team to maximize productivity and deliver the objectives of the Construction Project.
 - Acting as a back-up of the Senior CPM and assisting with all of his/her responsibilities, as explained above.
 - Supporting the Core Project Team with technical advice and tasks requiring technical expertise in fields such as architecture, civil engineering, building technology.

- Coordinating the SMEs and allocating specific assignments to the relevant SMEs.

➤ **Requirements and qualifications:**

- A completed degree in architecture, civil engineering, building technology or other relevant.
- Project management and/or Agile qualification (e.g. PMP, PMI, PM2, Prince2, SCRUM, SAFe, or equivalent).
- Proficiency in project management software tools and MS Office.
- At least 5 years of professional experience as a project manager or back-up project manager in construction projects for office buildings, including BIM, organising and coordinating move-ins and start-up of operations.
- Fluent in English (both written and spoken), and fluent in German or French. Fluency in all three languages is a significant advantage.
- Experience in strategic planning, risk management and/or change management.
- International work experience and intercultural competence is an asset.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Self-motivated with ability to work unsupervised and in new environments.
- Excellent collaboration and communication skills with a positive attitude and the ability to give and take feedback, and implement lessons learned.
- Strong analytical, organisation and technical skills.
- Proactive, self-motivating personality with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to the team's success.

Project Assistant

➤ **Responsibilities:**

- Supporting the Senior CPM and the Project Manager with any administrative or delegated tasks related to the Construction Project.
- Collaborating with the whole Core Project Team, contributing to the entire Project lifecycle.
- Organising and monitoring schedules, and ensuring that deadlines are met according to the Project management plan.
- Scheduling meetings of the Core Project Team and with third parties, taking meeting minutes and getting them approved.
- Reporting relevant updates about the Construction Project verbally or in written form to defined stakeholders.
- Conducting research.
- Keeping Project related correspondence and documentation.

➤ **Requirements and qualifications:**

- Associate or Bachelor degree in a relevant field.
- At least 1 year relevant professional experience, preferably in a commercial buildings' construction project context.
- Excellent English, German and French (both written and spoken).
- Excellent computer skills, especially with MS Office.
- Excellent communication and interpersonal skills.
- Outstanding organisational skills and ability to prioritize tasks.
- Able to work independently with little supervision.
- Keen attention to detail and an aptitude for problem solving.
- Able to thrive in a high-volume, deadline-driven work environment.
- Proactive, self-motivating personality with a strong work ethic.
- Collaborative working style and team-player attitude.

- Positive, clients' oriented and encouraging personality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert architecture (including interior design)

➤ **Responsibilities:**

- Offering technical knowledge and advice to ensure the Construction Project is designed to meet all ESM requirements.
- Cooperating with the Core Project Team, the selected architect for the building construction and other relevant parties when refining the building requirements.
- Overseeing the architecture project delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment.
- Providing solutions that accommodate budget without compromising operational goals.
- Providing technically competent and aesthetically sensitive solutions suitable to the physical, social and cultural environment of the ESM.
- Advising on purposeful spaces that meet security, health and safety concerns.

➤ **Requirements and qualifications:**

- Architect and/or interior design degree.
- At least 7 year of experience in commercial buildings' architecture and/or design.
- International work experience and intercultural competence is an asset.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert façade and structural engineering

➤ **Responsibilities:**

- Interfacing with the Core Project Team, the architect of the building and other relevant parties to assist in the development of concept schemes which meet the ESM's expectations whilst being buildable, affordable, and within industry standards.
- Overseeing the façade and structural engineering project delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment.
- Understanding and refining the ESM's needs and objectives, formalising the scope accordingly and reviewing the plan of action as provided by the architect.
- Studying, analysing and advising of architectural drawings and concepts.
- Conducting feasibility study and assessment of options to enable the architect/developer and the ESM to decide on the proposed building envelope in terms of performance and durability.
- Understanding and applying the local codes and regulations pertaining to the building envelope system.
- Pre-evaluating and advising on materials/products related to the building envelope in terms of aesthetics, durability, lifecycle assessment (LCA) as well as sustainability.
- Assessing and advising on loads imposed into the building envelope and its elements (e.g. wind, seismic, snow, impact or any other loads).

- Analysing and advising on the requirements related to air, waterproofing, moisture and condensation for the building envelope.
- Determining and advising on the structural, thermal, acoustic and other performance parameters for the building, including and considering the interior design.
- Assisting the main architect and the ESM in finalisation of the building envelope based on schematic design of the Project.
- Ensuring optimization for the value engineering of the proposal, if needed.

➤ **Requirements and qualifications:**

- Relevant education in the area of the façade and structural engineering subject matter field.
- At least 7 years of experience in commercial buildings' façade design and structural engineering.
- International work experience and intercultural competence is an asset.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert sustainability

➤ **Responsibilities:**

- Working in collaboration with the Core Project Team, the SME FM, the ESM FM and ESG teams and other relevant parties to refine the environmental, social and governance (ESG) concept and implement it throughout the building's life-cycle. These include but are not limited to: life-cycle consideration of the entire building concept up to renovation or de-construction, resourceful use of materials and energy, requirements for "green" purchase and use of goods, works and services, benefits to the local community, etc.
- Overseeing the sustainability Project delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment.
- Creating a concept that is based on the interactions between environmental, social, cultural, economic and governance aspects, and that fits into the ESM's corporate strategy and mission.
- Analysing the business operations in collaboration with the SME FM and developing and implementing sustainable solutions.
- Designing and implementing programs and processes to help mitigate ESG risks.
- Recommending effective corporate social responsibility (CSR) initiatives.
- Advising on the best ways to measure energy consumption metrics to effectively calculate and reduce CO2 and other GHG (greenhouse gas) emissions.

➤ **Requirements and qualifications:**

- At least 7 years of experience in sustainability matters, preferably related to commercial buildings.
- Certificate in EMAS or other sustainability topic is an asset.
- International work experience and intercultural competence is an asset.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.

- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert smart building, internet of things (IoT) and smart buildings cybersecurity

➤ **Responsibilities:**

- Working in collaboration with the ABP and Core Project Team, the SME FM, the ESM FM Team, the ESM IT security team and other relevant parties to implement smart building technologies and smart building cybersecurity throughout the New building's life-cycle.
- Overseeing the smart building Project delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment. These include but are not limited to: systems and technologies that will allow energy savings, lower operating costs, greater operational efficiency and reliability as well as increased occupant satisfaction.
- Identifying, evaluating, and implementing the smart building strategy in line with the ESM strategy and mission.
- Overseeing the smart building cybersecurity and working in collaboration with ESM IT security team and other relevant parties to align current and future cybersecurity strategies – from visioning and master planning to design and integration, rollout, commissioning, and enabling sustainability.
- Developing and implementing an FM cyber security plan in alignment with the ESM IT security team and other relevant parties on devices and sensors, data, controllers, application software and communication networks.
- Helping to deliver and implement a leading and suitable IoT platform to establish a high standard and future proof smart building.
- Participating in cyber security and business continuity exercises with the ESM on scenarios that will involve smart building technologies.

➤ **Requirements and qualifications:**

- Completed degree in a relevant field e.g. computer science, IT security or engineering.
- Good understanding of current cyber security threats related to smart building solutions and their countermeasures.
- At least 7 years of experience in the area of smart building and/or IoT and/or smart buildings cybersecurity.
- Experience with:
 - Designing a local area network infrastructure (Layer1) according to the best security practices (multi-layered architecture e.g. access, distribution, core, resilient)
 - Designing on-site IT/server rooms following best practices
 - Cloud-based ways of working
 - Securing the connected facility management equipment i.e. facility processes (HVAC systems, power/energy consumption, sensors, etc.)
- CISM, CISSP certification or equivalent is an asset.
- International work experience and intercultural competence is an asset.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.

- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert technical building equipment

➤ **Responsibilities:**

- Overseeing the technical building equipment delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment, in at least the following areas:
 - Building services (HVAC – heating, climate, ventilation, sanitary systems)
 - Electrical engineering
 - Measurement and control technology
 - Conveyor technology
 - Safety engineering
 - Transport telematics
 - Others, as needed

➤ **Requirements and qualifications:**

- Relevant education in the field of technical building equipment.
- At least 7 years of experience in the area of technical building equipment.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert BIM

➤ **Responsibilities:**

- Overseeing the BIM delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment.
- Establishing BIM brief and authoring BIM employer's information requirements (EIR).
- Assisting the Core Project Team's review, commenting and agreeing the BIM execution plan (BEP) and the Project's BIM protocols.

➤ **Requirements and qualifications:**

- Relevant education related to BIM.
- At least 5 years in experience in the area of BIM.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments, and with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

Subject matter expert Facility Management (FM)

➤ **Responsibilities:**

- Supporting and advising on the FM Project delivery stream on the ESM side, together with the ABP team and other relevant parties – from visioning and master planning to design and integration, rollout, commissioning, and enabling ongoing sustainment.
- Studying and refining the defined functional and operational building requirements. Ensuring that those are communicated and incorporated in all phases of the Construction Project.
- Collecting and refining ESM requirements for the operations of the New building: e.g. building and technical requirements, processes and procedures' requirements, services' and goods' requirements, etc.
- Studying the current situation of the ESM as a tenant of the KUBIK building and all of its FM organisational structures and operations, and developing together with the ESM an appropriate FM strategy and organisational structure to effectively and efficiently manage the New building owned by the ESM.
- Advising on the required FM headcount and skills/positions required to manage and operate the New building.
- Defining and implementing innovative FM solutions for managing the New building and related services, including advice on appropriate tools, (out)sourcing strategies, and relevant SLA's, KPI's and reports.
- Supporting the ESM procurement processes for provision of goods, services and works related to the New building's management and operations.
- Organising and supporting, under the supervision of the Senior IPM and the Senior CPM, the move from the KUBIK building to the New building.
- Organising, under the supervision of the Senior IPM and the Senior CPM, the inauguration of the New building.
- Bringing the new building into operations, including, among others, starting up of services, supporting the creation, refinement and documentation of all procedures and working instructions, file management and setup of required tools, test runs, delivering training sessions for the ESM FM team and all building occupants/users.

➤ **Requirements and qualifications:**

- Completed degree in a relevant field e.g. facility management, engineering.
- At least 7 years of experience in facility management.
- Experience in change management.
- Excellent English skills (both written and spoken); German or French language skills are an asset.
- Team player and able to interact with senior management, and explain technical concepts in plain language.
- Ability to inspire confidence and to deal with clients and contractors at all levels.
- Proactive, self-motivating personality with ability to work unsupervised and in new environments.
- Highly motivated with a strong work ethic and solution-orientation mentality.
- Reliable, trustworthy, and committed to team's success.

5. IMPLEMENTATION ARRANGEMENTS

On-site presence of the Service Provider's resources will be required for participation in key Project activities (meetings, workshops and negotiations, construction site visits, inspection tours, etc.). Where appropriate and subject to prior agreement with the ESM, meetings may take place online or via conference calls using the ESM's approved video conferencing tools.

The Senior IPM and the Senior CPM will be expected to dedicate a significant portion of their time on-site. They will start with a 100% on-site presence, to the possible extent under the current COVID-19 situation, which can be changed at the later stages of the Project in mutual agreement between the Service Provider(s) and the ESM. The Lot 2 SMEs team may be required to be available on-site for short (up to 2 months) and longer term (multi-months, longer than 2 months) assignments.

For the avoidance of doubt, “on-site” in this context refers to the ESM’s offices in Luxembourg, or the construction office at the construction site, whatever is more appropriate at a given point in time.

ESM working days are days when the ESM is open for business and not always aligned with working days in Luxembourg, as the ESM may have additional/different holidays. The ESM will always inform the Service Providers in advance about ESM holiday schedule for a given calendar year.

The ESM will provide the Senior IPM and the Senior CPM and his/her team with a consultant workplace and meeting rooms on-site, when needed. All other working materials and supplies have to be provided by the Service Providers (laptop and other equipment, office supplies, administrative support, etc.), unless otherwise agreed with the ESM.

6. MEETINGS, DELIVERABLES AND DOCUMENTATION

On a high level, the ultimate deliverable is a completed New building in full operation and free of defects, and in line with the ESM requirements, including full documentation and trained staff to manage the new building and its services effectively and efficiently.

All documentation will be prepared in English unless specifically agreed otherwise and will be provided to the ESM through the agreed Project workspace. The Core Project Team and the relevant third parties will agree on a suitable digital platform for the Project data, for example a shared workspace on the ESM SharePoint Extranet Portal. The document management regulations of the ESM (e.g. filing structure, records management, and confidentiality markings) must be respected, and documents/data have to be provided in an editable format best suitable for the purpose of the document/data.

All deliverables and documentation should be reviewed prior to delivery to the ESM for approval to ensure that they are complete, consistent and robust. In case a deliverable has to be prepared jointly by both Lots’ Service Providers, the deliverable must be reviewed at first by the Senior CPM and then reviewed by the Senior IPM as a Quality Controller.

All deliverables and/or services provided as part of the Construction Project are subject to the ESM review and acceptance. Upon successful completion and delivery of the deliverables, the ESM, acting reasonably, will accept such deliverables in writing as applicable. The ESM will provide any comments or acceptance of any deliverable within 10 business days unless other agreed with the Service Providers. The Contracts will include an acceptance procedure.

The Senior IPM will regularly report to the ESM by incorporating input from the CPM team, at least by:

- a) a monthly Project status report, including schedule status, delays, approved changes, risks and mitigation plans, SLA and KPIs performance
- b) a monthly Project design status and progress report
- c) a monthly or/and weekly Project construction status and progress report
- d) a monthly report on budget status, including budget performance using cost performance indicators including all approved changes, variation orders, potential cost risks and trend analysis utilising earned value principles

These monthly status reports might be combined in one document.

The main deliverables for both Lots include but are not limited to:

- Project organisation plan (in three versions: one for the design phase, one for the construction phase and one for the commissioning phase);
- Communication and reporting plan and procedures;
- Design brief document based on the current version and further amendments thereto as required by the ESM;
- Project requirements and Project design document;
- Any required Project related documentation, including meeting minutes and verification of invoices;
- Collection and summary of requested input from various stakeholders – ESM, ABP, etc. ;
- Cost breakdown methodology and its implementation on BIM;
- Updated BIM requirements before design phase;
- Updated BIM requirements before construction phase;
- Formal approval of the New building mock-up in line with the ESM requirements;
- Delivery report of the building after the Project completion;
- Trained staff to manage the New building and its services effectively and efficiently;

Other specific deliverables will be defined in the relevant Implementing Contracts signed under the Framework Agreements in each Lot.

The Senior IPM will organise a regular (at least monthly) meeting with the Core Project Team and other relevant ESM stakeholders for the follow-up of costs, timetable, risks and other current topics of relevance.

The Senior IPM will take the lead in preparing the BTF, BSC, ESM MB and Board Committees meetings, as well as any other relevant meetings as required.

The CPM team must collaborate with the Senior IPM in providing quality and timely input to all required meetings, deliverables and documentation. The Senior CPM and his team will attend all meetings as required by the ESM.

7. SERVICE LEVEL REQUIREMENTS AND KPIS

The Contracts awarded as a result of this procurement procedure will include a Service Level Agreement with key performance indicators (KPIs) for each respective Lot. If the Service Providers fail to meet the KPIs, service credits or other performance management arrangements to address contractual performance, may be enforced by the ESM at its sole discretion.

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 duly sign by an authorised representative the below Declaration on the Exclusion Criteria, Economic, Financial and Operational Capacity and the Absence of Conflict of Interest.



Title:

[Lot 1: Internal project management services for the construction of a new building for the ESM]

[Lot 2: Construction project management consultancy services for a new building for the ESM]

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

- Lot 1
- Lot 2

In addition, please indicate for which Lot you would prefer to be awarded the contract.

DECLARATION ON THE ELIGIBILITY, EXCLUSION CRITERIA, ECONOMIC, FINANCIAL AND OPERATIONAL CAPACITY AND THE ABSENCE OF CONFLICT OF INTEREST

The undersigned, acting in his/her own name/acting as [a] duly appointed representative(s)* 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 its 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 Framework Agreement 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.
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 two financial years.

By: Signature (Signed) _____
Name and Title (Typed) _____
Place and Date _____

*Delete as appropriate

1.2. Non-Collusion Declaration

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



[Lot 1: Internal project management services for the construction of a new building for the ESM]

[Lot 2: Construction project management consultancy services for a new building for the ESM]

NON-COLLUSION DECLARATION

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

I refer to the PQ Ref. No.: FM/02/STRE/Ryh/20, launched by the ESM in relation to which the Candidate has submitted an Application for (please tick the appropriate box):

Lot 1

Lot 2

In relation to the PQ Ref. No.: FM/02/STRE/Ryh/20, 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 _____

*Delete as appropriate

2. Selection Criteria Lot 1

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

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

2.1. Economic and financial standing

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Economic and Financial Standing	1	Pass/Fail	The Candidate must have an annual, global revenue in excess of €200.000 in each of its last two (2) most recent completed fiscal years as a result of the provision of similar services as set out in Annex 1 to this PQD.	<ul style="list-style-type: none"> • Attestation

2.2. Technical or professional ability

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Technical or Professional Ability	1	Pass/Fail	Confirm the Candidate has the ability and capacity to deliver, without exception, the services sought by the ESM as set out in Annex 1, Lot 1 to this PQD.	<ul style="list-style-type: none"> • Attestation • As evidence, at least two references of full-time project assignments in which the proposed Senior IPM was involved (from the last five (5) calendar years as of the submission deadline) and which are of similar size, scope and complexity as the services described in Annex 1 to this PQD. At least one reference of a project assignment should demonstrate a proven track-record of successful delivery. The second reference of a project assignment may be for a project assignment in a closure phase. The references should include: i) a summary description of the services provided for each example, including size, scope and complexity, use of sub-contractors, if relevant and ii) client names or client industry (if for confidentiality reasons client names may not be provided). • At least one of the references must relate to experience with similar projects delivered in the Luxembourg market or in a new market/country different from the one where the Candidate has its main operations. In the latter case, the Candidate must describe how the operations have had been set-up to get quickly up to speed in the new market environment.

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

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Authorisation and Suitability to Carry out the Relevant Professional Activity	1	Pass/Fail	Confirm and provide evidence that the Candidate has an authorisation to perform the services under national law applicable to the Candidate.	<ul style="list-style-type: none"> • Attestation • Relevant supporting documents such as a recent copy of a document confirming inclusion in a relevant professional or commercial register
	2	Pass/Fail	Confirm the Candidate is able to work on-site in Luxembourg.	<ul style="list-style-type: none"> • Attestation

FOR INFORMATION ONLY ITEMS		
Item No	Questions	RESPONSE
1.1.	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.2	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)?	
1.3	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)?	
1.4	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)?	

3. Selection Criteria Lot 2

As part of their Application, Candidates are requested to address each item/question below and supply the requested evidence in the correspondingly named and numbered way.

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

3.1. Economic and financial standing

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Economic and Financial Standing	1	Pass/Fail	The Candidate must have an annual, global revenue in excess of €1.000.000 in each of its last two (2) most recent completed fiscal years as a result of the provision of similar services as set out in Annex 1 to this PQD.	<ul style="list-style-type: none"> • Attestation

3.2. Technical or professional ability

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Technical or Professional Ability	1	Pass/Fail	Confirm the Candidate has the ability and capacity to deliver, without exception, the services sought by the ESM as set out in Annex 1, Lot 2 to this PQD.	<ul style="list-style-type: none"> • Attestation • As evidence, at least three references of project assignments (from the last five (5) calendar years as of the submission deadline) of similar size, scope and complexity as the services described in Annex 1 to this PQD. At least two of the references should demonstrate a proven track-record of successful delivery. The third reference may be for project assignment in a closure phase. The references should include: i) a summary description of the services provided for each example, including size, scope and complexity, use of sub-contractors, if relevant and ii) client names or client industry (if for confidentiality reasons client names may not be provided). • At least one of the references must relate to experience with similar projects delivered in the Luxembourg market or in a new market/country different from the one where the Candidate has its main operations. In the latter case, the Candidate must describe how the operations have had been set-up to get quickly up to speed in the new market environment.

	2	Pass/Fail	Confirm and provide evidence that the Candidate has sufficient resources possessing the required skills, experience and qualifications, infrastructure, and other necessary resources in place, readily available, and operational as of the publication date of this PQD, to provide all the necessary services sought by the ESM as set out in Annex 1 to this PQD.	<ul style="list-style-type: none"> • Attestation • As evidence, provide a short description of the company profile, staff level and turnover, staff placed actively on similar assignments in the past three (3) years; indicate how many resources per topic of subject-matter expertise (SME) set out in Annex 1 to this PQD would be available.
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3.3. Authorisation and suitability to carry out the relevant professional activity

	Item No		SELECTION CRITERIA	RESPONSE REQUIREMENTS
Authorisation and Suitability to Carry out the Relevant Professional Activity	1	Pass/Fail	Confirm and provide evidence that the Candidate has an authorisation to perform the services under national law applicable to the Candidate.	<ul style="list-style-type: none"> • Attestation • Relevant supporting documents such as a recent copy of a document confirming inclusion in a relevant professional or commercial register
	2	Pass/Fail	Confirm the Candidate is able to provide resources to work on-site in Luxembourg , at least for the Core Project Team members (i.e. Senior CPM, Project Manager and Project Assistant).	<ul style="list-style-type: none"> • Attestation

FOR INFORMATION ONLY ITEMS

Item No	Questions	RESPONSE
1.1.	Will the server(s) containing ESM data be located outside the 19 countries belonging to the euro area? If yes, in which country(ies)?	
1.2	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)?	

1.3	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)?	
1.4	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)?	

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.



[Lot 1: Internal project management services for the construction of a new building for the ESM]

[Lot 2: Construction project management consultancy services for a new building for the ESM]

COVER CERTIFICATION FORM

Submitted in Response to PQ Ref. No.: FM/02/STRE/RYP/20 [Lot 1] [Lot 2]

The undersigned, acting in his/her own name/acting as [a] duly appointed representative(s)* 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 Application 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.

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

By: Signature (Signed) _____

Name and Title (Typed) _____

Place and Date _____

*Delete as appropriate