

UPDATE OF 28/08/2020: Please see changes to questions 5, 6, 7, 14, 16, 17, 18, 21, 24, 27, 30, 38, 39, 44, 46, 47 and 48 in bold.

Questions & Answers 1– PQD BSPM/08/CS/AG/2020 – Provision of Consultancy Services

18.08.2020

Question 1	Language of administrative documents: According to page 5 of the PQD “All documents must be submitted in English”. It is our understanding that administrative documents such as copies of documents confirming inclusion in professional or commercial register may be submitted in the language of the country that originated the document (in one of the official EU languages). Could you please confirm our understanding or clarify further?
Answer 1	Yes, your understanding is correct.
Question 2	Electronic signatures: It is our understanding that instead of hand-signing and scanning documents, electronic signatures could be used for signing pdf documents. Could you please confirm our understanding or clarify further?
Answer 2	Yes, your understanding is correct.
Question 3	Declarations file format: The declarations and cover certification forms included in the PQD are all in non-editable pdf format. Could you please provide us with the editable Word format versions?
Answer 3	Editable pdf formats are available on our website https://www.esm.europa.eu/procurement
Question 4	Application structure: We understand that our Application should be submitted in the following form: <ul style="list-style-type: none"> • 1 pdf document with the duly completed, dated and signed Cover Certification Form • 1 pdf document with the 2 declarations, 1.1 and 1.2 of Annex 2, duly completed, dated and signed • 1 pdf document addressing all the elements requested in the tables of section “2 Selection criteria” and providing the requested information, either in the document itself or by referring to the appropriate attachments Several attachments in pdf format and clearly named, as supporting evidence to 2.1, 2.2, 2.3 response requirements, as well as any document required in section 3.5 of the PQD.
Answer 4	Yes, your understanding is correct. Section 3.5 relates to “Reliance on Third Parties” so only if you intend to involve a third party in the provision of the services to the ESM, you have to provide information and documents requested in this section. Please note that the section “For information only items” on page 28 of the PQD needs to be completed as well.
Question 5	Technical and Professional ability selection criteria, Item 3: With reference to Item 3 of Technical and Professional ability selection criteria, “The Candidate must have experienced pool of staff (minimum three (3) consultants) to perform the services in any LOT/Discipline the Candidate wishes to apply for”. It is our understanding that a candidate applying for a specific LOT, should have at least 3 candidates per discipline, regardless of their seniority. Could you please confirm our understanding or clarify further?
Answer 5	The Candidate must have minimum three (3) consultants per LOT or Discipline the Candidate is applying for, regardless of seniority of such consultants. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.

Question 6	<p>Technical and Professional ability selection criteria, Item 2: With reference to the response requirements of Item 2 of Technical and Professional ability selection criteria, “The candidate must present minimum three (3) and maximum five (5) references from the last three (3) years prior to the publication date of [...] of similar services to those set out in Annex 1 to this PQD”, we understand that:</p> <ul style="list-style-type: none"> • This requirement would be covered if we submit letters issued by our clients, stating satisfactory execution of contracts covering services similar to the LOT we apply for • As most clients usually use their own templates for such reference/ recommendation letters, we may provide the exact description/ analysis of the referenced delivered services in detail in a separate document. • We need to provide maximum 5 client references per LOT • The max 5 client letters/emails should cover some indicative disciplines per LOT, but not necessarily all the disciplines we apply for. <p>Could you please confirm our understandings or clarify further?</p>
Answer 6	<p>Yes, your understanding is correct. You are required to provide references per each LOT or Discipline you want to apply for. If you apply for all Disciplines in a given LOT, we require maximum five (5) references so you can choose for which Disciplines you want to provide the references. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p>
Question 7	<p>Technical and Professional ability selection criteria, Item 2: With reference to the response requirements of Item 2 of Technical and Professional ability selection criteria, “Summary description of minimum two (2) and maximum three (3) examples of previous engagements similar to those under any LOT(s) the Candidate wishes to apply for which have been completed in the last three (3) years prior to the publication date of this procurement procedure, we understand the following:</p> <ul style="list-style-type: none"> • We must provide minimum 2 and maximum 3 examples of previous engagements per LOT • Each of the 2/3 examples of previous engagements should cover as many disciplines possible under a LOT, but not necessarily all the LOT disciplines we apply for • Each discipline we apply for must be covered by at least one example, with duration more than 3 years • The examples may refer to engagements that started before 2017 and/or are still on-going <p>Could you please confirm our understanding or clarify further?</p>
Answer 7	<p>Your understanding is correct regarding the first two bullet points. Overall, the Candidate must provide minimum two (2) and maximum three (3) examples of previous engagements similar to those under any LOT you would like to apply.</p> <p>Regarding the third bullet point, since we require maximum three (3) examples of previous engagements it is not possible and not required that you submit such examples for each Discipline you wish to apply but only for some Disciplines that you can choose.</p> <p>Regarding the first, second and third bullet point, please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p> <p>Regarding the fourth bullet point, all examples of previous engagements must be for <u>completed</u> engagements (<u>not</u> for on-going ones) and only for those engagements which have been completed in the last three years before the publication of this procurement procedures so between 28/07/2017 and 27/07/2020.</p>

	In addition, please note that we also require an attestation that the Candidate has at least three years of relevant experience in the provision of services in any LOT/Discipline the Candidate wishes to apply for.
Question 8	Application: It is our understanding that the specific LOT/ discipline we apply for should only be indicated in Item 1 of section 2.2 of Section 2. Selection Criteria and in no other part of our application. Could you please confirm our understanding or clarify further?
Answer 8	Yes, your understanding is correct.
Question 9	Economic and financial standing: According to Item 1 of “2.1 Economic and financial standing” of section “2 Selection Criteria” of the PQD, “The Candidate must have an annual, global revenue in excess of EUR 500,000 in each of its last three (3) most recent completed fiscal years generated from the provision of similar services to those set out in Annex 1 to this PQD”. We understand that an IT company applying for LOT 2 and some IT related disciplines of LOT 3 should indicate its global annual revenue for the last 3 years for each lot, without distinction per specific discipline, i.e. Information security, business analysis, etc. Could you please confirm our understanding or clarify further?
Answer 9	Overall, the Candidate must have an annual, global revenue in excess of EUR 500,000 in each of its last three (3) most recent completed fiscal years generated from the provision of similar services to those set out in Annex 1 to this PQD. There is no requirement to have a global revenue in excess of EUR 500,000 per each LOT or Discipline the Candidate wishes to apply for.
Question 10	Items 2.1 and 2.2: It is our understanding that in the Items of sections 2.1 and 2.2 of the PQD where an attestation is requested to cover a selection criterion, we only need to submit a duly filled-in and signed (by an authorized representative) attestation confirming fulfilment of the respective selection requirement and no extra documentation needs to be provided with our offer. Could you please confirm our understanding or clarify further?
Answer 10	Your understanding is correct. Regarding section 2.2, please note that under item 2 you are also required to provide additional information and documents as specified.
Question 11	Declarations 1.1 and 1.2: It is our understanding that Declarations 1.1 and 1.2 should only be provided by the consortium leader and consortium members and not by subcontractors (if applicable). Could you please confirm our understanding or clarify further?
Answer 11	Yes, your understanding is correct.
Question 12	Submitted documents: We understand that in case we apply for several/all disciplines under more than one LOT with the same consortium/schema, our application should have the following form: <ol style="list-style-type: none"> 1. 1 Cover Certification Form 2. 1 set of declarations 1.1 and 1.2 3. 1 General response per LOT 4. Clearly named attachments as supporting or additional files. Attachments that would be common for all LOTS (such as ISO certifications, Commercial registers, etc.) should only be submitted once in our application. Could you please confirm our understanding or clarify further? In addition, we can reply for all lots in the same email. Is that correct?
Answer 12	Your understanding is correct. You can send one email with application for all LOTs you wish to apply for. Please note that the section “For information only items” on page 28 of the PQD needs to be completed as well.
Question 13	Technical or Professional Ability Item 1: In relation to the following requirement “Summary description containing company profile, number of staff and the services that can be offered for a specific LOT/Discipline the Candidate wishes to apply for.” Could you please elaborate further on the number of staff required?

	<p>Do we have to present the overall number of staff of our company or just the numbers relevant to the specific lot.</p> <p>We understand that the number of consultants in the specific profiles of the Lot are to be presented in the Item 3 of the technical and professional Ability. Is that correct?</p>
Answer 13	<p>Under item 1, we are not requiring a specific minimum number of staff; please simply specify in your answer how many employees you have in total (not only employees that are relevant to the specific LOT you wish to apply for).</p> <p>Your understanding regarding item 3 is correct. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p>
Question 14	<p>In Section “2.2. Technical or professional ability” – Item No 2, you state that as a response to the requirement, candidates shall submit an Attestation for each Discipline they intend to apply for. In addition, candidates should provide 3 to 5 Client References from previous clients per Lot and 2 to 3 examples of previous engagements per Lot they applying for. Based on that, we understand that Candidates should provide Client References and previous engagements covering some (and not necessarily all) of the disciplines of each Lot. For example a Candidate applying for all disciplines of Lot 2 might provide</p> <ul style="list-style-type: none"> • An attestation declaring that the Candidate has at least 3 years of relevant experience in all the disciplines of the Lot • a list of 3-5 Client References covering some of the disciplines (for example 1 for ‘IT Financial Systems’, 1 for ‘IT Security’, 2 for ‘Application Development’ and 1 for ‘ERP Platforms’) • a list of 3 examples of previous engagements (out of which 1 covering ‘Application Development’, 1 ‘Microsoft Applications’ and 1 ‘ERP Platforms’) <p>Could you please confirm that our understanding is correct?</p>
Answer 14	<p>Yes, your understanding is correct. Please refer to Section 2.2 of the Annex 2 of the updated PQD.</p>
Question 15	<p>2.2. Technical or professional ability – 1. Company profile and services</p> <p>Could you please clarify which kind of information are you expecting under ‘services that can be offered for a specific LOT/Discipline? Do you wish to have a broad explanation on our years of experience, types of clients? Are you expecting any details in terms of methodologies used?</p>
Answer15	<p>Please note that the Candidate is required to provide a summary description containing company profile, number of staff and the services that can be offered for a specific LOT or Discipline the Candidate wishes to apply for. Under “services that can be offered for a specific LOT/Discipline” we would expect to see a short description of the services you have in your portfolio and offer to other clients and which are similar to those we require under the specific LOT or Discipline you wish to apply for. The company profile may also include years of experience and type of clients you have and any other information you consider relevant.</p>
Question 16	<p>2.2. Technical or professional ability – 2. Experience</p> <p>We understand that you are requesting: 3 to 5 references and 2 to 3 similar engagement.</p> <ul style="list-style-type: none"> - Can we use the similar engagements as references or do they need to be different? - Are these references and similar engagements for each LOT or each DISCIPLINE? - Is it allowable to use one reference/engagement for multiple lots?

Answer 16	<p>You can use the same projects as both examples of previous engagements and references (provided you have a letter/email of recommendation from your client for such projects).</p> <p>The references and examples of previous engagements need to be provided per each LOT or Discipline you wish to apply for. As we have a limit on the number of references and examples of previous engagement we require it is not possible and not required that you submit such references or examples per each Discipline you wish to apply but only per some Disciplines that you can choose.</p> <p>It is possible to use one reference/engagement for multiple LOTs provided the reference/engagement covers experience relevant for those multiple lots.</p> <p>For more information, please refer to answers 6 and 7 above.</p> <p>Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p>
Question 17	<p>2.2. Technical or professional ability – 3. Consultants</p> <ul style="list-style-type: none"> - Do you expect a minimum of 3 consultants per DISCIPLINE or per LOT? - Can we use one consultant CV for multiple lots?
Answer 17	<p>The Candidate must have experienced pool of staff (minimum three (3) consultants) to perform the services in any LOT or Discipline the Candidate wishes to apply for. You can use one consultant profile for multiple LOTs as long as such consultant has knowledge and experience relevant for the different LOTs.</p> <p>Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p>
Question 18	<p>One of the selection criteria in Annex 2, 2.3 is „The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent.” We assume that a certificate (ISO 9001 or similar) OR a different kind of evidence for the quality standard is sufficient for passing the criterion. Is this correct?</p>
Answer 18	<p>The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent. If you are not able to provide an equivalent certificate unfortunately, you do not pass this requirement.</p> <p>Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.</p>
Question 19	<p>One of the selection criteria in Annex 2, 2.3 is „The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent.” We outsourced our IT infrastructure. Is it correct to assume that the certificate of our IT provider is sufficient for passing the criterion?</p>
Answer 19	<p>Yes, your understanding is correct. Regarding the IT provider please include further information about this company when responding to the section “For information only items” on page 28 of the PQD.</p>
Question 20	<p>Regarding third parties, there is the following statement in section 2.8: “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.” One of the selection criteria is „The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent.” We assume that only one of the parties needs the certificate in order to pass the criterion. Is this correct?</p>

Answer 20	Yes, your understanding is correct. Please remember that if you intend to involve a third party in the provision of the services to the ESM, you have to provide information and documents requested in section 3.5 "Reliance on Third Parties".
Question 21	Do you confirm that you need a certificate for the ISO 9000? As, we don't have a certificate as such (even if we comply with all requirements listed in ISO 9000)- we won't be in position to answer to this PQD as this is a pre requisite.
Answer 21	The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent. If you are not able to provide an equivalent certificate unfortunately, you do not pass this requirement. Further information is provided in the answer to question 18 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 22	Concerning LOT 1: Financial services, the descriptions of the different disciplines are somewhat brief on the concrete services to be provided. Could you please elaborate or give examples which concrete tasks & services concerning e.g. discipline a) financial instruments will be expected to be delivered by the provider?
Answer 22	For all three areas in Lot 1: Financial Services we are looking for services that help the ESM to put in place new activities (e.g. central clearing) or optimize existing activities (e.g. implementation of interface between our trading system Murex and a trading platform or the optimization of post-trade reconciliation). Concrete example: Imagine the ESM considers moving to Continuous Linked Settlement (CLS) for a part of its financial markets transactions. In that case, the selected consulting firm should be able to: <ul style="list-style-type: none"> • perform in-depth market and business analysis and make a detailed business case to help the ESM making an informed decision about whether to move to CLS or not • assess the impact on the ESM's processes and systems, • create a transformation roadmap, put a project in place and manage the project, • perform detailed business analysis, prepare the to-be processes, make sure the ESM gets on boarded with CLS, legal documents are signed, IT systems get designed and implemented by ESM's IT team, etc. For the above, skills such as project management, business analysis (including requirements gathering), process reengineering, operating model design and change management are required.
Question 23	For the economic and financial standing, "The Candidate must have an annual, global revenue in excess of EUR 500,000 in each of its last three (3) most recent completed fiscal years generated from the provision of similar services to those set out in Annex 1 to this PQD. " The candidate can apply for an entire lot or certain discipline(s) in a lot. Must the required revenue be in excess of EUR 500,000 for each lot or for each discipline?
Answer 23	Please see our answer to question 9 above.

Question 24	For proving the technical/professional ability, "The Candidate must present minimum three (3) and maximum five (5) references from the last three (3) years prior to the publication date of this procurement procedure, e.g. letters/emails of recommendations from previous clients for the provision of similar services to those set out in Annex 1 to this PQD. " The candidate can apply for an entire lot or certain discipline(s) in a lot. Must these 3-5 references be presented for each lot or for each discipline? In case for each discipline: is it possible to provide the same reference for different disciplines (within a lot or across different lots)?
Answer 24	Please see our answers to questions 6, 7, 14 and 16 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 25	I have a question regarding the section '3.6 Transfer of Undertakings'. Could you please elaborate (or give examples) on which cases this section could be triggered? As far as I understand, Articles L.127-1 to L.127-6 of the Luxembourg Labour Code are in place to protect employees in case of a company buyout, which to my knowledge is not the case for a tender regarding provision of consultancy services.
Answer 25	This is the standard provision that we include in all tender documents. Please note that it applies only if the award of the contract triggers the application of these provisions (this is not automatic). We are not saying that for this tender these provisions are triggered but should this be the case, these provisions will apply.
Question 26	<u>2.1.1 Economic and financial standing</u> With regards to global revenue requirements, would a self-attestation, signed from one of the authorized representative of the company, fulfill the response requirement ? or do you need further documentation ?
Answer 26	Attestation is sufficient in order to meet this requirement.
Question 27	<u>2.2.2 Technical or professional ability</u> <ul style="list-style-type: none"> Considering that we will already provide you with client references and credentials, what kind of Attestation is expected ? Do we need to provide references and credentials for each discipline, meaning that if we apply for 10 disciplines out of 35 of this RQD, we would have to provide a minimum of 30 clients references and 20 credentials ? Should we not be able to provide enough client references, would this be eliminatory for the concerned discipline ?
Answer 27	The Candidate is required to attest that the Candidate has at least three years of relevant experience in the provision of services in any LOT or Discipline the Candidate wishes to apply for. The references only support that but do not attest to that. Regarding other questions, please see our answers to questions 6, 7, 14 and 16 above. If you are not able to provide minimum three (3) references unfortunately you do not pass this requirement. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 28	Would a self-attestation from our HR department fulfill the requirements ? if not, what kind of documents could be provided ? (item 2.2.5.)
Answer 28	Yes, such an attestation would be sufficient.
Question 29	In the LOT 2, 8 topics are described (a) to h) : If we are not able to provide Consultancy Services on 1 of these topics, do you consider this as a reason for exclusion ?

Answer 29	No, this would not be a ground for exclusion. The Candidate can apply to any Discipline(s) in a given LOT (it is not mandatory to apply for all Disciplines in a specific LOT).
Question 30	If we want to answer to the LOT 2, are we authorised to answer as a prime contractor (with subcontractors) and as a subcontractor in another offer?
Answer 30	<p>You cannot submit two applications one as a prime contractor (with subcontractors) and the second one as a subcontractor to a different prime contractor. You can only appear in one application. Please remember that if you intend to involve a third party in the provision of the services to the ESM, you have to provide information and documents requested in section 3.5 “Reliance on Third Parties”.</p> <p>Candidates are entitled to submit a proposal for e.g. one LOT or Discipline as a contractor and to be involved as subcontractor of another contractor or a member of a consortium in another LOT or Discipline. In such case, the Candidate should provide a declaration confirming that they have sufficient resources in place to provide the services in all LOTs or Disciplines they would be involved in accordance to the requirements set in the PQD. In addition, the Candidate needs to provide a description of the links it has with other Candidates taking part in this procurement process (related Candidates) e.g. if the Candidate is a subcontractor of another Candidate or in a consortium with another Candidate or belongs to the same capital group as another Candidate.</p> <p>Candidates are reminded of the content of the Non-Collusion Declaration pursuant to which Candidates must prepare their application autonomously and independently, do not divulge, discuss or compare their application with other Candidates taking part in this procurement process and do not contact or collude with other Candidates with the purpose of distorting competition. Candidates need to take appropriate and necessary measures to ensure that their subcontractors or other third parties involved respect the same rules and principles.</p>
Question 31	Selection criteria: Will the technical ability count equally as the economic and financial standing?
Answer 31	Yes. As defined in section 2.8, Candidates must achieve a rating of “Pass” for all the “Pass / Fail” criteria to be considered successful at Stage 1 (pre-qualified Candidates).
Question 32	Fee approaches: We mostly work on a time & materials base. We fulfill all the technical and experience requirements, though we have different daily rates depending on the profiles requested. Could we have an indication of the expected daily rates?
Answer 32	Fee approach will be defined in the RFP (Stage 2). The RFP will be sent to all Candidates who achieved a rating of “Pass” for all the “Pass / Fail” criteria (pre-qualified Candidates).
Question 33	Our employees have no problem visiting and reporting to the ESM HQ as many times as necessary, but in the documentation is indicated that they might have to reside in Luxembourg. The residence of all the profiles in Luxembourg is strictly necessary?
Answer 33	We do not require that the consultants reside in Luxembourg, yet some assignments may require that the consultant performs the services onsite at our premises in Luxembourg. Each individual assignment will specify if the services are necessary to be performed onsite or offsite.
Question 34	<p>3.6 Transfer of Undertakings</p> <p>Concerning the TUPE regulation in Luxembourg, we have the following question: As of today (11th August 2020), how many staff members, employed (permanent employment contracts or temporary employment contracts) by external service provider(s) are provided to the ESM under the current, existing contract of the ESM with the external service provider(s).?</p>

Answer 34	Please see our answer to question 25 above. Should the provision referred to in section 3.6 of the PQD apply; we will provide more information in the RFP (Stage 2 of the tender).
Question 35	According to the Terms and Conditions of the PQD, Section 2.2. Technical and Professional Capacity (page 27), item number 3 and 5, we are requested to provide only self-Attestation regarding the pool of experts, and no CVs or profile names are to be provided. Please confirm our understanding or clarify.
Answer 35	Yes, your understanding is correct, attestations are sufficient in order to meet these requirements.
Question 36	According to the Terms and Conditions of the PQD, Section 2.2. Technical and Professional Capacity (page 27), item number 1, our understanding is that we have to provide a summary table indicating the available number of staff according to the profiles and mapped to the Lot/Discipline, and no profiles names of CVs are required?
Answer 36	For more information, please refer to answer 13 and 15 above. The Candidate may provide a summary table including the available number of staff according to the profiles and mapped to the LOT/Discipline; at this stage CVs are not required to be provided.
Question 37	In case of selection for Stage 1, for Stage 2, would you require submission of detailed CVs and profiles names?
Answer 37	Further information will be provided in the RFP at the Stage 2, if you pass the Stage 1.
Question 38	Could you assume that 1 staff member can cover more than one role according to the Lot/Discipline?
Answer 38	<p>Yes, you can use one staff member to cover more than one role across multiple LOTs as long as the individual has knowledge and experience relevant for these different LOTs. For more information, please refer to answer 17 and 36 above. The Candidates are not required to provide CVs at this stage.</p> <p>Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020. The Candidates are not required to provide CVs at this stage.</p>
Question 39	<p>Under Point 2.2. Technical or professional ability you require that the Candidate must present minimum three (3) and maximum five (5) references from the last three (3) years prior to the publication date of this procurement procedure, e.g. letters/emails of recommendations from previous clients for the provision of similar services to those set out in Annex 1 to this PQD.</p> <p>Is it sufficient for us to provide the name of the customer, contact person and contact details for the respective project? During the holiday season, which is everywhere, it is sometimes very difficult to obtain the desired letters of reference.</p>
Answer 39	<p>The deadline for submission of applications is 14 September 2020. We can exceptionally accept that Candidates provide the name of the customer, contact person and contact details for the respective project provided that the actual references are submitted <u>no later than one week after the deadline for submission of applications (i.e. by 21 September 2020)</u>. For more information, please refer to answers 6 and 7 and 16 above.</p> <p>Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020. The deadline for submission of applications has been extended to 28 September 2020. We can exceptionally accept that Candidates provide the name of the customer, contact</p>

	person and contact details for the respective project provided that the actual references are submitted <u>no later than one week after the deadline for submission of applications (i.e. by 04 October 2020)</u>.
Question 40	Our understanding is that the Subject Matter Expert is an IT professional having knowledge of one or more disciplines listed under each lot. Please confirm or clarify our understanding.
Answer 40	"Subject Matter Expert" implies the level of "Expert" who would require having more than 8 years of experience that could perform services in any LOT or Discipline. Further details are defined on page 13 of the PQD.
Question 41	On Pre-Qualification Document, part 2.7., it is requested that one file must be submitted per section as described in the "Application Structure" above (a). However, the example below (c) does not follow that rule. Please clarify the guidelines for submission.
Answer 41	For more information, please refer to answer 4 above.
Question 42	Requested project references must refer to completed projects. Our understanding is that on-going projects/services (e.g. for continuous type of services) are eligible, as long as the bidder can present a completed Specific Contract (typically of 1 year within EU IT contracts), as opposed to a completed Framework Contract. Please confirm or clarify our understanding.
Answer 42	Yes, your understanding is correct, please refer to answer 6 and 16 above.
Question 43	Our understanding is that CVs of staff are NOT required within the Pre-Qualification Document and that tenderers are required to provide a list of staff envisaged to deliver the contract services and covering profiles types, minimum numbers and domains. Please confirm or clarify our understanding.
Answer 43	Yes, your understanding is correct. For more information, please refer to answer 13 and 15 above.
Question 44	If we intend to apply for a whole LOT, is it therefore required to have a minimum of 3 consultants for that LOT or 3 consultants for each of the Disciplines within that LOT? Can a specific Profile being submitted for different Disciplines? Shall each of the Disciplines within a LOT be covered by all the Profiles from that LOT?
Answer 44	The Candidate is required to have minimum three (3) consultants per entire LOT (if the Candidate applies for all Disciplines with the specific LOT) or three (3) consultants per each Discipline within the LOT that the Candidate wishes to apply (if the Candidate applies for some Disciplines only within the specific LOT). For more information, please refer to answers 5, 17 and 38 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 45	Our understanding is that each lot will be awarded to more than one company/consortium. Could you please clarify up to how many awardees per lot there will be and if the ordering process for delivery will be in a cascade or re-opening of competition mode?
Answer 45	Candidates who will be qualified for each LOT or Discipline will be awarded contracts. There is no minimum or maximum number of contracts the ESM intends to award per each LOT or Discipline. Cascade and/or re-opening of competition model will be defined in the RFP.
Question 46	It is our understanding that staff profiles may be included and counted in more than one lot, although they can only be counted under one only profile in a specific lot. Please confirm or clarify our understanding.

Answer 46	Your understanding is correct, staff profiles may be included and counted in more than one LOT, although each profile should be matched to seniority as defined in the table of the PQD on page 13, further information will be provided at the RFP stage. For further information please refer to answer 17 and 38 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 47	Are the requested three to five project references each related to a LOT / discipline to which the application is made or in total? (p. 26 PQD; 2.2. Item No. 2)
Answer 47	For more information, please refer to answers 6, 7 and 16 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 48	Do the two or three "Summary Descriptions" have to refer to engagements other than the project references? (p. 26 PQD; 2.2. Item No. 2)
Answer 48	For more information, please refer to answers 6, 7 and 16 above. Please refer to Section 2.2 of the Annex 2 of the PQD updated on 28/08/2020.
Question 49	Do the requested personnel profiles contain specific experience level requirements? For example "Subject Matter Expert" implies the level of experience "Expert."
Answer 49	For more information, please refer to answer 40.