Questions & Answers 2 – PQD BSPM/08/CS/AG/2020 – Provision of Consultancy Services

28.08.2020

IMPORTANT: Please note that both PQD and Q&A 1 have been updated on 28/08/2020 and published on the ESM website. All modifications made are highlighted in red in these documents.

Question 1	Are search services for the recruitment of senior profiles (similar to the Head) included in the services under Lot 3 b
Answer 1	Services under LOT 3 lit. b) include advisory services in relation to recruitment and not recruitment services as such (e.g. recruitment of senior profiles).
Question 2	If we want to have a chance to be contacted for future recruitment needs/searches for ESM, is answering this PQD a prerequisite?
Answer 2	No, submitting an application to this PQD does not constitute a prerequisite to be contacted for future recruitment needs/searches at ESM. Please note that the services under LOT 3 lit. b) include advisory services in relation to recruitment and not recruitment services as such.
Question 3	Are the services included in Lot 3 b more consulting projects excluding recruitments/searches themselves?
Answer 3	Yes, services under LOT 3 lit. b) include consulting projects (advisory services) and not recruitment/searches as such.
Question 4	In section **3.5 Reliance on Third Parties** you state that if a candidate intends to sub-contract some of the services, the candidate must submit as part of its Application a clear description of the proposed subcontracting arrangement, in particular which tasks the Candidate intends to subcontract and their volume or proportion, the name(s) of the proposed subcontractor(s) and its/their roles, activities and responsibilities. For example, a Candidate applying for the first discipline of Lot 4 might provide: - signed letters by the envisaged subcontractor with the names of the proposed subcontractor; - volume or proportion of the tasks to be subcontracted. Could you please confirm if we can propose several subcontractors for this discipline?
Answer 4	Yes, your understanding is correct; there is no restriction in the number of subcontractors you are entitled to use.
Question 5	How shall we calculate the volume or proportion of the tasks to be subcontracted more specifically for the project type assignments among several subcontractors given that there is no further information about the projects themselves?
Answer 5	General information about the extent to which you intend to subcontract the services to subcontractors you have named in your application, should you be awarded a contract, is sufficient at this stage.
Question 6	Following our understanding, if we apply, in a specific LOT, for 3 Disciplines out of 4 (therefore not for all the Disciplines), we need to provide 2-3 credentials and 3-5 recommendation per Discipline we apply for. Could you confirm our understanding?

Answer 6	Yes, your understanding is correct.
Question 7	With reference to 2.6 Application Structure and Response Instructions - Note limitations on any page/word limits specified. Any response exceeding the specified limits may be disregarded beyond that limit. We understand that limits of number of pages/words are supposed to be respected. Could you please clarify the limits for each document?
Answer 7	Please note that there are no specific page/words limits defined for the submission of documents required to meet the selection criteria.
Question 8	On top of the given description of the Environmental, Social and Governance discipline, - Will this discipline includes support in meeting the PRI reporting requirements? - Will there also be request for specific support in integrating ESG criteria in the investment policy?
Answer 8	Yes, ESG services may include support in all ESG related activities across the institution, including PRI reporting as well as work in relation to ESG investment.
Question 9	Could you confirm that a LinkedIn recommendation can be used as an evidence of recommendation for a Discipline
Answer 9	Please note that the scope of the clarification is to "clarify" aspects of the contract notice/PQD or the procurement process. The assessment of the applications will be done only during the evaluation phase. In this context Candidates are invited to submit evidence which they consider relevant to fulfil this specific selection criterion.
Question 10	**Note limitations** In the PQD it is mentioned: "Note limitations on any page/word limits specified. Any response exceeding the specified limits may be disregarded beyond that limit". I do not see any limitations specified into the document, could you please clarify?
Answer 10	See answer 7.
Question 11	**Consultants rate** Could you please confirm that you are not expecting any indication regarding the pricing or daily rates of the consultants as part of the phase 1?
Answer 11	Yes, your understanding is correct.
Question 12	**Documents delivery date** As evidences to the items 2 and 3 of "Authorisation and Suitability to Carry out the Relevant Professional Activity" we will provide the documents respectively dated on March 2020 and April 2020. Do you consider this recent enough?
Answer 12	Yes, your understanding is correct. Documents should be issued before the date of submission of your application.
Question 13	**Attestation format** For many criteria, attestations are required. Do you expect a specific format/template for those documents?
Answer 13	No, we do not have any specific template, please use your own template.
Question 14	Regarding the Selection Criteria Section 2.1. Item 1: In the past years our company has been growing rapidly and as part of this we are constantly improving our quality management to provide our clients with reliable and objective forecasts using our integrated modelling approach. Our client base

	comprises of large multinational organisations for which we have passed the procurement screenings. However, as of now, we are not audited or certified with an ISO 9000 certificate or equivalent. Is there any way around?
Answer 14	Candidates are required to provide ISO 9000 or equivalent. The 'equivalent' shall be understood as an equivalent certificate or a possibility to provide other evidence proving that Candidates meet the quality standards required under this certificate. The ESM will evaluate such equivalent certificates or evidence and assess if they are sufficient to meet this selection criterion.
Question 15	We would like to apply for LOT 4 Banking and Economic Services. In which format would you like to receive our references and testimonials – in Microsoft Word Format or Power Point?
Answer 15	There is no specific format requirement with regards to references and testimonials.
Question 16	In the section 2.3 of PQD (Annex 2), you have mentioned that:" The Candidate must provide the quality assurance certificate, e.g. ISO 9000 or equivalent. Our company is "a cabinet de révision agréé " , is it considered as equivalent?
Answer 16	Please note that the scope of the clarification is to "clarify" aspects of the contract notice/PQD or the procurement process. The assessment of the applications will be done only during the evaluation phase. In this context Candidates are invited to submit evidence which they consider relevant to fulfil this specific selection criterion.
Question 17	Unless I am mistaken, the PQD have not mentioned in detail the content of the proposal? Have you planned to establish and communicate the content of the proposal: e.g. topics/matters to be covered I? methodology to be described?"
Answer 17	Content of the proposals, quality award criteria (including methodology) will be clearly described in the Request for Proposal (RfP). Please note that the RfP will be submitted only to the Candidates which are successful at Stage 1 (pre-qualified Candidates).
Question 18	Annex 2, section 2.3 (For information only items), item no. 1.1: When using cloud services it is extremely difficult to list the countries where data can potentially be located. Can the listing be omitted?
Answer 18	No, Candidates are requested to answer these questions and to provide such list (if applicable).
Question 19	Do you have a specific requirement for ESM data to be located inside the 19 countries belonging to the ESM area?
Answer 19	The ESM has no such specific requirement at this stage. It cannot be however excluded that this may become relevant later at the cascade and/or re-opening of competition which will be defined in the RfP.
Question 20	" 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)?" In our understanding there will be no storage of ESM's data on our servers. In fact, we will connect to your servers onsite or remotely, using ESM laptops.
Answer 20	ESM laptops will not be provided in all cases and there may be instances where ESM data or information may be sent to the Candidates' e-mail addresses, therefore it is important to answer this question.

Question 21	We are a group with multiple subsidiaries in European countries with a local entity in Luxembourg. Our Luxembourgish subsidiary would be contracting with ESM. We intend to involve our group to provide resources to ESM. How are we expected to structure our application in this case? (e.g. single application by Luxembourg entity, consortium, subcontracting)
Answer 21	No restriction is indicated in the PQD in this regard. For more information, please refer to Section 3.5 "Reliance on Third Parties".
Question 22	In our understanding, Lot 1 is related to business and Lot 2 to IT. What is the difference between Project Manager in LOT 1/2 and Lot 3 related to discipline "o/ Project portfolio, programme and project management"?
Answer 22	When "Project Manager" role is linked to a particular discipline in LOT1, 2 and 3 the right consultant should have project manager skills but also experience and knowledge on the area of knowledge of that Discipline.

LOT 3 lit. o) "Project portfolio, programme and project management" is a generic Discipline where we would be looking for consultants with experience acting as project portfolio managers, project management office, programme manager or project manager in a generic context, without requesting specific knowledge in a particular business area. |
Question 23	Would project manager be involved only in project management for non-financial and non-IT projects in Lot 3? Then, why PMO support is only in lot 3?
Answer 23	See the answer to question 22. At the ESM, the PMO support services are centralised across projects for all business areas. So, when we need PMO support we do not need specific link to a business area or Discipline.
Question 24	What is the difference between Business Analyst and System Analyst in Lot 2? In our understanding, the Business Analyst writes functional specifications and the System Analyst writes technical specifications. In this case, Business Analyst in Lot 1 writes the expression of needs and not the functional specifications. Is it right?
Answer 24	This will depend on the case of each specific request. In some cases, we would need a business analyst that is fully knowledgeable of the system as well. This will be part of the service description during the cascade and/or re-opening of competition which will be defined in the RfP.
Question 25	What is the role of the Business Analyst in Lot 3? Would he be in charge of specifications / expressions of needs only for non-financial, non-IT projects?
Answer 25	She or he would be in charge of the specifications/expression of needs for the LOT 3 projects, financial and non-financial, IT and non-IT.
Question 26	Could you define the Subject Matter Expert's role? Is it different from the "Expert Consultant" who have more than 8 years of experience? If it is not a matter of seniority, what makes him different from the Business Analyst in Lot 1 and System Analyst / Develop in Lot2?
Answer 26	We understand a Subject Matter Expert [SME] different from a Business Analyst [BA] as the BA has associated several processes and deliverables linked to project management processes like requirements gathering, etc. A SME main duties are to to bring expertise on a subject to our organisation and has no specific project deliverables associated.
Question 27	In Answer 44 it is stated that when applying for an entire LOT, at least 3 consultants must be available for the entire LOT, while at least 3 consultants must

	be available <u>for each Discipline</u> when applying for only some of the Disciplines within the LOT. This would mean that the requirements are stricter when applying for only some Disciplines. Can we assume that it was intended to state that at least 3 consultants would need to be available for the entire subset of Disciplines within the LOT that is being applied for? Or, alternatively, that when applying for the entire LOT, at least 3 consultants would need to be available for each Discipline within the LOT?
Answer 27	Please refer to the Section 2.2 (Annex2) – 'Technical or professional ability' of the updated version of the PQD published on 27/08/2020 on the ESM website. The Candidate must have experienced pool of staff (minimum three (3) consultants) to perform the services in any Discipline the Candidate wishes to apply for. Please note that the Candidate is entitled to count the same consultant for more than one Discipline as long as such consultant has appropriate knowledge and experience relevant to all the selected Disciplines.
Question 28	When providing the number of consultants available for each LOT (or each Discipline within a LOT – see previous question), do we need to make a breakdown: • By Profile, • By Experience level, or • By both Profile and Experience level?
Answer 28	No breakdown is required at this stage. Number of consultants available per each Discipline is sufficient.
Question 29	Our company is a group with main activities in Europe and headquarter / parent company in an EUR country. We have several European entities in EUR area countries as well as in Switzerland and UK. For our projects we may assign consultants from any of these entities. We want to provide an offer as group (handed in by the parent company) including a description of the company structure. Are our entities "third parties" or "subcontractors" for the purpose of this PQD? Is it necessary to provide signed documents by each entity stating its intention to collaborate?
Answer 29	Yes, declaration by each entity from your group you intend to involve should be provided as requested in Section 3.5 "Reliance on Third Parties".
Question 30	In relation to Lot 3 - Discipline 6, our team is well experienced in carrying out procurement functions in multiple disciplines, is there a specific area of concern that we should address in our case studies (i.e., procurement of professional services and/or IT services)?
Answer 30	With reference to the selection criteria, evidence should be provided taking into account the Terms of Reference requirements and the ESM work environment. No specific area is identified.
Question 31	Could you please confirm if we can use the attached file as a letter of availability, signed by the envisaged subcontractors? In case this letter is not in line with your requirements, would it be possible to provide us such a letter? More generally would it be possible to provide templates for the declarations that should be submitted (a document authorizing the consortium leader to act on behalf of the consortium member(s), etc.)

Answer 31	The ESM does not have a specific template for these declarations. Candidates are invited to submit declaration in the format they chose which will be considered and assessed during the evaluation phase.