

## Annex 3

### I. Selection Criteria For all LOTs

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 proposals the ESM will assess the responses provided to the items set out below in this Section.**

#### **Economic and financial standing**

Candidates must comply with the following selection criteria in order to prove that they have the necessary economic and financial capacity to perform the contract.

The selection criteria apply to the candidate as a whole, i.e. a consolidated assessment of the combined capacities of all involved entities will be carried out.

#### **Economic and financial standing for LOT 1 - Executive search services**

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	Annual, global revenue of at least 600.000 euros in each of the last two completed financial years generated from the provision of services similar to the services set out in this RfP.	A signed self-attestation from the Candidate. No specific template is requested by the ESM.

### Economic and financial standing for LOT 2 - Assessment centre services

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	Annual, global revenue of at least 250.000 euros in each of the last two completed financial years generated from the provision of services similar to the services set out in this RfP.	A signed self-attestation from the Candidate. No specific template is requested by the ESM.

### Economic and financial standing for LOT 3 - Psychometric and Aptitude Assessments

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	Annual, global revenue of at least 200.000 euros in each of the last two completed financial years generated from the provision of services similar to the services set out in this RfP.	A signed self-attestation from the Candidate. No specific template is requested by the ESM.

**Technical or professional ability**

Candidates must comply with the following selection criteria in order to prove that they have the necessary technical and professional capacity to perform the contract.

**Technical or professional ability for LOT 1 - Executive search services**

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	At least five (5) projects of a similar scope and complexity, in line with the requirements set out in the Terms of Reference, completed prior to the deadline for submission of the offer	A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM.
2	<p>The Candidate must demonstrate the ability to provide a team of experts and consultants meeting the minimum capacity requirements set out in the Terms of Reference. The proposed team shall be capable of delivering all services in English, and all team members shall hold at least a bachelor's degree or an equivalent qualification.</p> <p>The Candidate shall propose, at a minimum:</p> <ul style="list-style-type: none"> <li>• one Account Manager;</li> <li>• one Project Manager; and</li> <li>• one Expert Consultant.</li> </ul> <p>The Account Manager and the Project Manager shall each have at least eight (8) years of professional experience in executive search services. They shall act as the primary points of contact with ESM and be responsible for ensuring compliance with the contract terms and the quality of service delivery.</p>	A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM. The Candidate shall provide a copy of the CV for each proposed team member. The ESM strongly recommends submitting the CVs in the EU CV format. Candidate should provide such evidence for each lot is applying for.

The Expert Consultant shall have at least three (3) years of professional experience in recruitment and executive search assignments.

The proposed team shall collectively demonstrate substantial experience across the following job families:

- Information and Technology
- Corporate functions
- Economics and Finance

Please also find below a detailed breakdown of the job families:

<input type="checkbox"/> Accounting and corporate finance	<input type="checkbox"/> Economic and market analysis
<input type="checkbox"/> Internal control	<input type="checkbox"/> Country monitoring
<input type="checkbox"/> Human Resources	<input type="checkbox"/> Policy Strategy
<input type="checkbox"/> Legal	<input type="checkbox"/> Banking Sector Analysis
<input type="checkbox"/> Communications	<input type="checkbox"/> Insurance
<input type="checkbox"/> Marketing	<input type="checkbox"/> Funding / Investor Relations
<input type="checkbox"/> Internal Policies	<input type="checkbox"/> Asset Liability Management (ALM)
<input type="checkbox"/> Corporate Governance	<input type="checkbox"/> Investment and treasury
<input type="checkbox"/> Procurement	<input type="checkbox"/> Lending
<input type="checkbox"/> Contract and Supplier Management	<input type="checkbox"/> Institutional Relations
<input type="checkbox"/> Project Management / Business Analysis	<input type="checkbox"/> Portfolio performance analysis
<input type="checkbox"/> Risk management	<input type="checkbox"/> Financial sector and market analysis
<input type="checkbox"/> Compliance	<input type="checkbox"/> Middle / Back Office
<input type="checkbox"/> Internal Audit	

### Technical or professional ability for LOT 2 - Assessment centre services

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	At least five years (5) of relevant experience in the provision of the Assessment centre services set out in this RfP.	A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM.
2	<p>The Candidate must demonstrate the ability to provide a team of experts and consultants meeting the minimum capacity requirements set out in the Terms of Reference. The proposed team shall be capable of delivering all services in English, and all team members shall hold at least a bachelor's degree or an equivalent qualification.</p> <p>The Candidate shall propose, at a minimum:</p> <ul style="list-style-type: none"> <li>• one Account Manager;</li> <li>• one Project Manager; and</li> <li>• one Expert Consultant.</li> </ul> <p>The Account Manager shall each have at least five (5) years of professional experience as an account manager, acting as the point of contact with ESM and ensuring compliance with the contract terms and the quality of service.</p> <p>The Project Manager shall have at least eight (8) years of professional experience in assessment and development assignments, including coordinating consultants to ensure quality and timely delivery.</p>	<p>A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM.</p> <p>The Candidate should provide a copy of the CV for each proposed team member. ESM strongly recommends submitting the CVs in the EU CV format. Candidate should provide such evidence for each lot is applying for.</p>

	The Expert Consultant shall have at least five (5) years of professional experience in assessment and development assignments.	
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**Technical or professional ability for LOT 3 - Psychometric and Aptitude Assessments**

Item No	SELECTION CRITERIA	RESPONSE REQUIREMENTS
1	At least five years (5) of relevant experience in the provision of the Psychometric and aptitude assessment services set out in this RfP.	A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM.
2	<p>The Candidate must demonstrate the ability to provide a team of experts and consultants meeting the minimum capacity requirements set out in the Terms of Reference. The proposed team shall be capable of delivering all services in English, and all team members shall hold at least a bachelor's degree or an equivalent qualification.</p> <p>The Candidate shall propose, at a minimum:</p> <ul style="list-style-type: none"> <li>• one Account Manager;</li> <li>• one Project Manager; and</li> <li>• one Expert Consultant.</li> </ul> <p>The Account Manager shall each have at least five (5) years of professional experience as an account manager, acting as the point of contact with ESM and ensuring compliance with the contract terms and the quality of service.</p> <p>The Project Manager shall have at least eight (8) years of professional experience in assessment and development assignments, including coordinating consultants to ensure quality and timely delivery.</p>	<p>A signed self-attestation from the Candidate confirming the ability to fulfil the minimum requirements set out under this item. No specific template is requested by the ESM.</p> <p>The Candidate should provide a copy of the CV for each proposed team member. ESM strongly recommends submitting the CVs in the EU CV format. Candidate should provide such evidence for each lot is applying for.</p>

	The Expert Consultant shall have at least five (5) years of professional experience in assessment and development assignments.	
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### **Authorisation and suitability to carry out the relevant professional activity for LOT 1, LOT2 and LOT 3**

Candidates must comply with the following selection criteria in order to prove that they have the necessary legal and regulatory capacity to perform the contract.

Item No	Selection Criteria	Evidence
1.	Candidates must prove that they have legal capacity to perform the contract and the regulatory capacity to pursue the professional activity necessary to carry out the work subject to this procurement procedure	Proof of enrolment in a relevant trade or professional register

## **II. Award Criteria for All LOTS**

Annex 3 contains the quality award criteria Candidates will be assessed on.

In their Technical responses, Candidates should refer to the question/instruction numbers before providing their answers.

The Candidates' Technical response should then be sent to the ESM as a separate PDF attachment along with the other documents requested (see Section 4.9 'Structure of the Proposal').

Here below the quality Award Criteria applicable for the following LOTS:

**Lot 1: Executive Search Services**

**Lot 2: Assessment Centre Services**

**Lot 3: Psychometric and aptitude assessments**

**The award criteria are applicable to all LOTS**

<b>Quality</b>	<b>70%</b>
<b>1. Quality of proposed approach and methodologies for all LOTS, and the tool demonstration for LOT 2</b>	<b>40 points</b>
<p>The Candidate shall provide a clear, structured and end-to-end description of the methodology proposed for each LOT applied for, demonstrating full alignment with the requirements set out in Annex 1 (Terms of Reference).</p> <p>The Candidate shall describe how high and consistent quality standards are ensured throughout the delivery of the services.</p> <p>The Candidate shall identify the key risks associated with the execution of the services for the relevant LOT(s) and describe specific and effective mitigation measures.</p> <p>Where applicable, the Candidate should describe the use of innovative tools, solutions and/or latest HR approaches in the execution of the tasks covered by each LOT.</p> <p><b>Platform Demonstration – LOT 3</b></p> <p>The Candidate is requested to provide free access to the online platform for demonstration purposes. The assessment will be performed taking into consideration the following aspects:</p>	

<ul style="list-style-type: none"> <li>• Compliance and adequacy of the functionalities offered, in accordance with the requirements set out in the Terms of Reference</li> <li>• User-friendliness and ease of use for both ESM staff and candidates</li> </ul>	
<p><b>2. Team structure and communication</b></p>	<p><b>20 points</b></p>
<p>The Candidate shall describe the organisation and structure of the proposed team for each LOT applied for, demonstrating how all service elements required under the Terms of Reference will be covered, including clear roles and responsibilities.</p> <p>The Candidate shall explain how continuous professional development of personnel is ensured to maintain up-to-date knowledge of relevant HR methodologies and best practices, and describe the knowledge management processes in place to ensure consistency and quality of service delivery.</p> <p>The Candidate shall define its team capacity and escalation arrangements, including indicative workload per staff member and measures to ensure service continuity and effective issue resolution.</p> <p>The Candidate shall describe how internal and external communication will be ensured throughout service delivery, including communication with ESM stakeholders.</p>	
<p><b>3. Monitoring of the KPIs and reporting</b></p>	<p><b>10 points</b></p>

<p>Candidates shall describe how service performance will be monitored and reported, in line with Annex 1 requirements.</p> <p>The evaluation will consider:</p> <ul style="list-style-type: none"> <li>• Defined KPIs relevant to each LOT (e.g. timelines, quality of outputs, candidate satisfaction)</li> <li>• Monitoring methods and frequency</li> <li>• Reporting format, clarity and usefulness for ESM decision-making</li> <li>• Ability to identify underperformance and implement corrective actions</li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Price</b></li> </ul>	<b>30%</b>
<ul style="list-style-type: none"> <li>• <b>Total</b></li> </ul>	<b>100%</b>

***Annex 4***

***Commercial Response Template (See attached)***

Candidates must provide their Commercial response in the attached document. Note the document can be amended. Instructions are included the document. Please make sure you address all requirements listed under section 3.3 (1.2) 'Price'.

The Candidates' Commercial response should then be sent to the ESM as a separate attachment (see Section 4.9 'Structure of the Proposal') for each Lot Candidate is applying for.

***Annex 5***

***ESM Draft Agreement (See attached)***