COUNCIL OF EUROPE DEVELOPMENT BANK

PUBLIC CALL FOR TENDERS

N°2026-07/CEB/TAM/P-CS

PROVISION OF APPLICATION MANAGEMENT SERVICES (AMS/TMA) FOR SAP S/4HANA PUBLIC CLOUD AND SAP ANALYTICS CLOUD

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Instructions to tenderers
also serving as the
Contract Notice

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Deadline for submissions: **14 September 2026, noon *(Paris time zone)***

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Instructions to tenderers

This document defines the procedure for the submission of tenders.

Article 1. Presentation of the Council of Europe Development Bank (CEB)

The Council of Europe Development Bank (CEB) is a multilateral development bank with an exclusively social mandate from its 43 member countries. Its mission is to strengthen social integration in Europe. It does so by providing financing and technical expertise for projects with a high social impact in its member states. The Bank provides loans mainly to public authorities and to financial intermediaries such as banks or microfinance institutions.

The CEB pursues its mission by financing social investment and projects that serve vulnerable people, across three lines of action:

- Investing in people and enhancing human capital;
- Promoting inclusive and resilient living environments;
- Supporting jobs and economic and financial inclusion.

The CEB was originally established as a resettlement fund in 1956 by eight of the 15 member states that made up the Council of Europe at the time. The CEB is Europe's oldest multilateral development bank and is legally and financially separated from the Council of Europe.

At the end of 2025, the CEB employed 244 permanent staff members of 34 nationalities, based in Paris at the following official address: 55 Avenue Kléber, FR-75116 Paris, France. In addition, the CEB has two staff members based in Kyiv, Ukraine.

The official languages of the Bank are English and French.

Article 2. Purpose of the call for tenders

2.1 Scope of the assignment

The services required by the CEB are described in the Terms of Reference.

2.2 Division of the tender into Lots

N/A

2.3 Restrictions for participation

Any tenderer and/or proposed expert who has been involved in the preparation of the procurement procedure, including the development or drafting of the Terms of Reference or other procurement documents, shall be disqualified from submitting a tender and from participating in this tender procedure.

To ensure fairness and transparency, tenderers and their proposed experts must not gain a competitive advantage from having provided previous consulting services related to this tender.

2.4 Exclusion criteria

The CEB, as a rule, requires suppliers to comply with the highest ethical standards during the selection procedure and contract execution. In accordance with these principles, the CEB:

1) shall reject a supplier's tender where it establishes that the supplier engaged in corrupt, fraudulent, coercive or collusive practices to obtain the award of the contract;
2) shall reject a supplier's tender where it is aware that the supplier has been convicted by a final court decision of one of the following: fraud, corruption, money laundering, participation in a criminal organisation or any other unlawful activity;
3) may reject a supplier's tender where the latter:
   a) is subject to bankruptcy or is being wound up, has suspended his business activities or is having his affairs administered by the courts, has entered into an arrangement with creditors, or is in any analogous situation arising from a similar procedure under national laws or regulations;
   b) has been convicted of an offence concerning his professional conduct by a judgement which has the force of res judicata;
   c) has been guilty of grave professional misconduct established by any means available to the CEB;
   d) has not fulfilled obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country in which the supplier is established or those of the country where the contract is to be performed;
   e) following another tender procedure, has been declared by a court or an arbitration tribunal to be in serious breach of contract for failure to comply with his contractual obligations;
   f) has been cross debarred by the Multilateral Development Banks having signed the Agreement for Mutual Enforcement of Debarment Decisions dated 9 April 2010; and
   g) is guilty of misrepresentation in supplying the information requested by the CEB.

As part of their tender, tenderers shall submit documentary evidence or statements required under the law of the country in which the company, or each company in the case of a consortium, is legally established. These documents must show that the tenderer is not in any of the exclusion situations listed above. The documents or statements must be dated no more than one year before the date of submission of the tender.

In addition, a statement must be provided stating that the situations described in these documents have not changed since then.

If the nature of the entity is such that it cannot fall into the exclusion situations and/or cannot provide the documents indicated above (for instance, national public administrations and international organisations), a declaration explaining this situation can be provided instead.

2.5 Tender modality

This is a public call for tenders.

2.6 Budget

Undisclosed.

2.7 Contract duration

The initial Contract will be concluded for a period of one (1) year and may be extended one or several times, subject to satisfactory performance, for a maximum period of one (1) year, without exceeding a total duration of six (6) years.

2.8 Provisional timetable

Deadline for request for any clarifications from the CEB	4 September 2026, noon
Last date on which clarifications are issued by the CEB	8 September 2026
Deadline for submission of tenders	**14 September 2026, noon (Paris time zone)**
Presentation of the tender (Interviews)	24 and 25 September 2026
Negotiation of financial offers	1-2 October 2026
Notification of award	16 October 2026
Signature of Contract	1 November 2026

Article 3. Eligibility and admissibility

Tenderers must submit the document [*2026-07-CEB-TAM-P-CS-TMA SAP S4&SAC_(Tender Submission Form)*] duly completed, dated and signed by the person authorised to commit the tenderer, and any relevant document proving their economic, financial, professional and technical capacity in relation to the minimum eligibility criteria set out below.

1) Professional capacity, qualification and experience

a) Relevant SAP AMS/TMA experience

The tenderer must demonstrate relevant experience in providing SAP Application Management Services / Tierce Maintenance Applicative (AMS/TMA), including RUN support, transition-in activities and reversibility or handover activities.

Minimum requirement: *at least two (2) relevant SAP AMS/TMA references performed during the last five (5) years, including at least one (1) reference covering production support under service levels.*
Evidence to be provided: reference forms, client certificates, scope descriptions, contract duration and applicable service levels.

b) SAP S/4HANA Public Cloud and SAP Analytics Cloud expertise

The tenderer must demonstrate expertise in SAP S/4HANA Public Cloud and related SAP cloud services, including experience with SAP Public Cloud release cycles, upgrade testing and Clean Core principles.

Minimum requirement: *at least one (1) live production reference for SAP S/4HANA Public Cloud, covering implementation, maintenance or RUN support, and demonstrating experience with SAP Public Cloud release cycles, upgrade testing and Clean Core principles.*
Evidence to be provided: project reference, SAP certifications, SAP partner evidence or equivalent documents.

c) Functional and technical coverage of the scope

The tenderer must demonstrate its capacity to cover the main functional and technical areas in scope, including SAP Finance/Controlling, Procurement, SAP Analytics Cloud, SAP BTP/Integration Suite and interface monitoring.
Where SAP Concur, SAP SuccessFactors or SAP Ariba/CIM are not covered directly by the tenderer, the tenderer must identify the subcontractor or partner providing the relevant capability.

Evidence to be provided: team structure, CVs, certifications and partner or subcontractor commitments, where applicable.

d) Resource capacity and service organisation

The tenderer must demonstrate a minimum pool of ten (10) SAP-certified consultants in their workforce, within its own organisation.
The tenderer must provide at least five (5) named key profiles, including a Service Delivery/Performance Manager, an SAP functional lead, an SAP technical/integration lead, an SAP operations/monitoring lead, and a security or identity lead.

Minimum experience requirements: *each key profile must have at least five (5) years of relevant experience. The Service Delivery/Performance Manager must have at least three (3) years of experience managing SAP AMS/TMA services.*

Evidence to be provided: CVs, SAP certifications, role descriptions, organisation chart and backup plan.

e) Security, confidentiality, subcontracting and CSR compliance

The tenderer must demonstrate appropriate arrangements for information security, confidentiality, data protection, ethical conduct, responsible subcontracting and corporate social responsibility compliance.
Any subcontractor expected to perform more than twenty percent (20%) of the services or to cover a critical area must be identified in the tender.

Evidence to be provided: security policies, data protection approach, code of conduct, CSR policy, subcontractor commitments, ISO 27001, ISO 9001, SAP Partner status, SAP PCoE certification or equivalent evidence.

2) Financial capacity

The tenderer must demonstrate sufficient financial capacity to perform the Contract.
Minimum requirement: the tenderer must have achieved a minimum annual turnover of **EUR 700,000** in each of the last three completed financial years from SAP-related services relevant to this tender. The tenderer must also show positive pre-tax results in the last two completed financial years.

Evidence to be provided: audited financial statements, annual accounts, or equivalent financial documents for the last three completed financial years.

In the case of a joint venture or consortium, this requirement may be met collectively by the members of the group.

Article 4. Selection of Tenderers

This call for tenders is open to all tenderers that meet the eligibility and admissibility criteria set out in Article 3.

Only those tenderers that meet the aforementioned eligibility and admissibility criteria will have their tender evaluated.

Article 5. Joint-Venture (JV) or Consortium

A joint venture or consortium may collectively meet the eligibility and admissibility criteria set out in Article 3. Each member must individually not fall into any of the exclusion situations listed in Article 2.4. All members are jointly and severally liable for the performance of the Contract. The group must appoint one lead member to act as its sole representative.

Article 6. Tendering conditions

6.1 Composition of the tender file

The tender file includes:
1. Instructions to tenderers;
2. Terms of Reference;
3. Evaluation grid;
4. Tender submission form;
5. Financial Offer Form (budget breakdown);
6. Draft Contract with Annexes;
7. Contract Acceptance form;
8. Code of Conduct form;
9. Statement of integrity form.

6.2 How to obtain the Tender File?

Companies interested in this contract may download the documents required to prepare their tenders from the e-procurement platform https://coebank.e-marchespublics.com, except for the Terms of Reference [ref. *2026-07-CEB-TAM-P-CS_SAP AMS-TMA_(ToR)*].

The Terms of Reference are strictly confidential and may be obtained only upon request through the Questions and Answers area of the e-procurement platform. Once the request has been received, the CEB will send an e-mail to the tenderer, through the platform messaging system, enabling the tenderer to upload the Confidentiality Declaration attached to the tender dossier, duly completed and signed by a person legally authorised to bind the company.

The Terms of Reference will only be made available after receipt and acceptance by the CEB of the signed Confidentiality Declaration. The CEB reserves the right to carry out prior checks before transmitting the document and, where appropriate, to restrict access to it for information security reasons.

This document is strictly confidential and may be obtained upon request through the Questions-Answers area of the e-procurement platform. Once the request has been received, the CEB will send an e-mail to the tenderer, through the platform messaging system, enabling the tenderer to upload the Confidentiality Declaration, duly signed by a person legally authorised to bind the company.

The CEB reserves the right to carry out prior checks before transmitting the document and, where appropriate, to restrict access to it for information security reasons.

6.3 Tenders

Documents shall be presented in English or French.
Any written communications during the procurement procedure will be in English or French.

All submitted tenders shall be contractually binding on the tenderer. The tenderer shall therefore date and sign the required documents and any supporting documents, including the Financial Offer, and initial each page of each document.

The tender must include a **Technical Offer** and a **Financial Offer**, submitted in separate documents as described in Article 7.1. Failure to comply with these requirements will constitute a formal error and may result in the rejection of the tender.

Tender prices shall cover all costs necessary for the full completion of the assignment (fees, insurance, travel, accommodation, etc.) as defined by the Terms of Reference and the CEB Draft Contract with Annexes.

6.4 Duration of tender validity

The validity period for tenders is **ninety (90) days** from the deadline for submission of tenders.

6.5 Additional information before the deadline for submission of tenders

If the CEB provides additional information about the tender dossier, either on its own initiative or in response to a tenderer's request, it shall communicate the same information in writing to all tenderers at the same time.

All contact between the CEB and the tenderers taking part in this call for tenders will be made via the e-procurement platform E-Marchés Publics (as mentioned in Article 6.2 above).

Tenderers may submit questions in writing until **Friday 4 September 2026, noon**, via the e-procurement platform mentioned in Article 6.2 above.
The CEB has no obligation to provide clarifications to questions submitted after this date.

Any prospective tenderers seeking to arrange individual meetings with the CEB concerning this tender during the tender period may be excluded from the tender procedure.

Any clarification on the tender dossier will be communicated simultaneously in writing to all tenderers at the latest by **Tuesday 8 September 2026**.

No information meeting or site visit is planned. Individual visits by prospective tenderers during the tender period cannot be organised.

6.6 Acceptance and rejection of tenders

The CEB reserves the right:

1. to accept or reject non-substantive defects that might affect tenders;
2. to reject tenders received after the submission deadline without any penalty or justification.

6.7 Modification or cancellation of the call for tenders

The CEB reserves the right to modify or cancel all or part of the call for tenders as necessary, without having to justify its action. This shall not entail any right to compensation.

6.8 Extension of the tender submission date

The CEB may, at its discretion, extend the deadline set for the submission of tenders, in which case all of the rights and obligations of the CEB and the tenderers shall be governed by the new deadline.

Article 7. Presentation, submission, conditions and content of tenders

7.1 Presentation and submission conditions

Tenders must be submitted to the addressee by the means and by the deadline indicated below:

Tenders must be submitted on the e-procurement platform (E-Marchés Publics) **before Monday 14 September 2026, noon**, Paris time.

Platform's link: https://coebank.e-marchespublics.com

A guidance note explaining how companies may submit an electronic response is included in the tender dossier. The guidance note is also available in French under the title *Fiche conseil aux entreprises : comment répondre électroniquement ?* https://private.e-marchespublics.com/guide/2-depot_offre.pdf.

The tender must be submitted as a single attachment in a ZIP archive not exceeding 20 MB.
The documents included in the tender must be provided in Word, PDF or Excel format.

The tender dossier must contain two (2) separate sub-dossiers, the first for the Technical Offer and the second for the Financial Offer, respectively named "**Technical Offer**" and **"Financial Offer"**.

Any tender received by the CEB after the deadline for submission of tenders shall be declared late and rejected.

7.2 Content of the tender

7.2.1 General information

The tenderer must provide:

a) A letter from the tenderer stating that all elements of the tender are contractually binding;
b) The present document, Instructions to tenderers, signed to confirm acceptance of all elements of the tender as contractually binding;
c) All certificates identifying the tenderer, including its name, address, registration number (SIRET number if French company), legal form, fields of activity, professional insurance and any other documents which it may deem relevant. This includes the documents referred to in Articles 2.4 and 3 above.
d) A signed declaration of the legal entity identified in the tender submission form, using the format attached called ***Tender submission form***;
e) An official document (statutes, power of attorney, notary statement, etc.) proving that the person who signs on behalf of the company is duly authorised to do so.
f) Technical Offer (as described in section 7.2.2 below);
g) Financial Offer (as described in section 7.2.3 below);
h) ***Contract acceptance form*** completed and signed (as described in section 8 below);
i) ***Code of conduct form*** signed;
j) ***Statement of Integrity form*** completed and signed.

All documents must be written in English or French.

7.2.2 Technical Offer

The tenderer's Technical Offer must fully address the technical requirements outlined in the Terms of Reference [ref. *2026-07-CEB-TAM-P-CS_SAP AMS-TMA_ (ToR)*], meet the eligibility criteria set out in Article 3, and respond to the evaluation grid [ref. *2026-07-CEB-TAM-P-CS_SAP AMS-TMA_ (Evaluation Grid)*]. It must include the following elements:

(1) Tender submission form:

- A completed and signed ***tender declaration*** from the legal entity identified in the Tender Submission Form, using the format attached in the Tender Submission Form.

- A duly ***authorised signature***: an authorised representative of the company shall sign the submission letters for both the Technical Offer and the Financial Offer in the required format and shall initial all pages of both documents. The person signing the Tender Submission Form must be the person identified in the official document referred to in point 7.2.1.e) above or, alternatively, a person authorised by that person through a written power of attorney attached to the Technical Offer.

(2) Organisation and approach

The tenderer shall submit an "Organisation and approach" note clearly explaining:

- A **brief company profile** (max. 5 pages), outlining:
  - General presentation of the company;
  - Core areas of expertise in SAP Application Management Services / Tierce Maintenance Applicative (AMS/TMA), SAP S/4HANA Public Cloud, SAP Analytics Cloud, SAP BTP/Integration Suite, SAP Finance/Controlling, Procurement and interface monitoring;
  - Description of the staffing capacity of the company;
  - Any relevant **international project experience** with institutions similar to the CEB.
- A description of the **understanding of the CEB's SAP environment and service needs** and a tailored proposal for the provision of SAP AMS/TMA services as per the Terms of Reference (max. 10 pages), including:
  - Proposed approach for RUN support, incident, request and problem management, service level monitoring and continuous improvement;
  - Collaboration methodology, governance, reporting, communication channels and escalation process;
  - Approach to transition-in, knowledge transfer, reversibility and service continuity.
- Additional elements deemed useful by the tenderer (max. 2 pages), such as:
  - Service management, monitoring, reporting and ticketing tools or methodologies;
  - Measures supporting **sustainable development and eco-responsibility.**

The Organisation and Approach note may be submitted in a free format.

(3) Past experience and references

- A statement summarising the tenderer's qualifications and relevant experience (max. 8 pages), including:
- Contact details of clients for which the tenderer has provided similar SAP AMS/TMA, SAP S/4HANA Public Cloud or SAP cloud support services (2 pages maximum).

(4) Service organisation, security and operational resilience

Tenderers shall describe:

- Their proposed **service organisation and governance**, including:
  - Named key roles, team structure, backup arrangements and availability model;
  - Measures to guarantee service continuity, information security, confidentiality and data protection;
- Use of subcontractors or partners, if any, including their role, expected share of services and commitments.

This information will be considered as part of the CEB's assessment of the tenderer's **service capacity, operational resilience and reliability**.

The Technical Offer may be submitted in **Word, PDF or Excel format**, and must not exceed **10MB** in size.

The evaluation of the Technical Offer will be carried out in accordance with the criteria and weightings set out in the **Evaluation Grid**.

7.2.3 Financial Offer

The Financial Offer must be submitted in euros, excluding VAT. The tenderer must complete the document [*CEB-TAM-P-CS-TMA SAP S4&SAC_ (Financial Offer Form)*], following the template provided in the tender documentation.
The Financial Offer must include the following:

A detailed price breakdown, in **EUR**, covering:

- **Recurring price** for the SAP AMS/TMA services, indicating an estimation of the monthly amounts for the initial contract period;
- **Hourly or daily rates** for additional services not covered by the recurring price, including change requests, additional functional or technical support, upgrade testing, transition support or reversibility assistance;
- Any **optional services**, if applicable, clearly identified and priced separately, including any services relating to SAP Concur, SAP SuccessFactors, SAP Ariba/CIM, SAP BTP/Integration Suite or SAP Analytics Cloud;
- A separate line item quoting the specific commercial discount applicable during the **parallel run** / overlap period, including the reduced fees applicable during that period;
- Prices must be indicated **excluding VAT** and must specify the applicable **VAT rate**, if any.

All costs necessary for the proper performance of the Contract, including any travel, accommodation, subsistence, on-site intervention or other incidental expenses, shall be deemed included in the prices proposed by the tenderer and shall not give rise to any additional charge unless expressly requested in writing by the CEB.

To ensure a smooth and effective transition between the incumbent contractor and the future Contractor, an eight business-week transition and knowledge transfer period (“**parallel run**”) may be required from the Contract commencement date. During this period, the incumbent contractor will continue to provide the operational Application Maintenance Services while the future Contractor will progressively assume responsibility through knowledge transfer, shadowing activities, service preparation and operational readiness.

As the future Contractor will not be providing the full scope of operational services during the overlap period, the tenderer is required to propose a specific commercial discount applicable to the recurring AMS fees for these eight (8) business weeks of the Contract. The proposed discount shall be presented as a separate line item in the Financial Offer and shall clearly indicate:

- the percentage or monetary value of the discount;
- the reduced fees applicable during the **parallel run** period.

Upon completion of the **parallel run** period, the standard recurring AMS fees proposed by the tenderer shall become fully applicable.

The Financial Offer must be signed by a duly authorised representative of the tenderer, as specified in Article 7.2.2.

Any cost for an element essential to the performance of the Contract but not identified in the tender shall be borne by the tenderer.

The tenderer is solely and fully responsible for Value Added Tax (VAT) and any other applicable taxes, fees and duties charged on the Services. The tenderer shall determine on its own responsibility: (i) the place of taxation of the Services, considering that the CEB is a non-taxable person for VAT purposes; and (ii) the applicable VAT system for the Services (taxable, refunded or exempt).

The tenderer shall not invoice or charge the CEB for any VAT, taxes, fees or duties, unless: (a) previously indicated in the tender; and (b) required to do so by the relevant national authorities after consideration of: (i) the privileges and immunities accorded to the CEB by its Member States; and (ii) the exemption from VAT in the territory of the European Union through Article 151 of EU Directive 2006/112/EC.

Should the tender feature any erroneous assessment on the taxation of the Services, especially regarding the place of taxation of the Services for VAT purposes, or should the selected tenderer not complete all formalities required to allow the CEB to benefit from an applicable exemption or refund, the invoiced amount shall be the Contract Price as per Article 4 of the Draft Contract. In this respect, if VAT is applicable, the Contractor is liable for payment of VAT to the relevant tax authorities. The CEB does not assume any contractual liability arising from any tax audit of the Contractor.

7.3 Alteration or withdrawal of tenders

Tenderers may alter or withdraw their tenders by written notification prior to the deadline for submission of tenders. No tender may be altered after this deadline.
Any such notification of alteration or withdrawal shall be prepared and submitted in accordance with Article 7.1.

7.4 Costs for preparing tenders

No costs incurred by the tenderer in preparing and submitting the tender shall be reimbursed. All such costs shall be borne by the tenderer.

7.5 Ownership of tenders

All tenders submitted through the electronic procurement platform as part of this procurement procedure shall become part of the CEB's procurement records. Tenderers shall have no right to request the return or deletion of their tenders after submission, without prejudice to the applicable rules on data protection and public access to documents.

7.6 Additional services

The CEB may call upon the selected tenderer to acquire additional services, under conditions defined by mutual agreement with the latter.

Article 8. Compliance with the CEB Draft Contract

The tenderer must submit the ***Contract Acceptance form*** with its tender, indicating the option chosen.

The CEB will not accept amendments proposed subsequently to the closing date of the tender.

Article 9. Evaluation of tenders

The evaluation of the tenders will be carried out in two stages: first, the technical evaluation and, once this is completed, the financial evaluation.

9.1 Evaluation of Technical Offers

The quality of each Technical Offer will be evaluated in accordance with the award criteria and the associated weighting as detailed in the ***Evaluation Grid*** attached to this tender dossier. No other award criteria will be used. The award criteria will be examined in accordance with the requirements indicated in section 7.2.2 of the Instructions to tenderers and in the ***Terms of Reference*** of this tender dossier.

The evaluation of the Technical Offers will follow the following procedure:

i. The Evaluation Committee examines the Technical Offers, while the Financial Offers remain unopened.

ii. When evaluating Technical Offers, each member of the Committee awards each tender a score in accordance with the evaluation grid laid down in the tender dossier.

iii. The Evaluation Committee members will apply the technical evaluation criteria listed in the evaluation grid. Under no circumstances may the Committee or its members change the technical evaluation grid communicated to the tenderers in the tender dossier.

iv. Each voting member of the Committee completes an evaluation grid to record their assessment of each Technical Offer and to identify its main strengths and weaknesses.

v. The Secretary of the Evaluation Committee calculates the aggregate final score, which is the arithmetical average of the individual final scores.

vi. Clarifications may be requested from tenderers where their tenders are not sufficiently clear and clarification is necessary.

The Technical Offer will be evaluated based on the following scale:

Each sub-criterion will be scored on a scale from 0, the lowest score, to 5, the highest score, as follows:

0 = Offer does not include evidence on this criterion
1 = Offer responds insufficiently to this criterion
2 = Offer responds only partially sufficiently to this criterion
3 = Offer responds satisfactorily to this criterion
4 = Offer responds very well to this criterion
5 = Offer responds in an excellent manner to this criterion

The Technical Offer with the highest final score is awarded 100 points, while the other tenders receive points calculated using the following formula:

$$\text{Technical score} = \frac{\text{Final score of the Technical Offer in question}}{\text{Final score of the best Technical Offer}} \times 100$$

9.2 Presentation of the tender (Interviews)

Following the evaluation of the Technical Offers, the CEB will establish a shortlist and invite the three (3) highest-ranked tenderers, provided that they have achieved a minimum technical score of 70/100, to participate in a 1.5-hour interview aimed at presenting and clarifying the content of their Technical Offers.

The interviews are currently scheduled to take place on **24 and 25 September 2026**, either at the CEB premises located at 55 Avenue Kléber, 75116 Paris, France, or remotely.

The shortlisted tenderers will be informed in due course of the detailed arrangements, including the date, time and format of their interview. Invitations will be sent through the messaging system of the e-procurement platform following completion of the preliminary technical evaluation.

The interviews will form an integral part of the technical evaluation and will be taken into account in the final technical scoring. Financial Offers will remain unopened until the technical evaluation process, including the interviews, has been completed.

All costs and expenses incurred by tenderers in connection with their participation in the interviews shall be borne entirely by the tenderers.

9.3 Evaluation of Financial Offers

Upon completion of the technical evaluation, including the interviews where applicable, the electronic files containing the Financial Offers will be opened.

Any arithmetical errors will be corrected without penalty to the tenderer.

For the purpose of financial scoring, the price used for comparison shall be the total evaluated price calculated in accordance with the Financial Offer Form and the Evaluation Grid, excluding VAT and taking into account any applicable discount for the parallel run period.

In the event that a price negotiation phase is conducted in accordance with Article 9.4, the final financial evaluation and the calculation of the financial score shall be based on the revised Financial Offers submitted following the negotiation phase or, where applicable, on the Tenderers' written confirmation of their Financial Offers.

The Financial Offer with the lowest evaluated price will receive **100 points**. The other Financial Offers will receive points calculated using the following formula:

$$\text{Financial score} = \frac{\text{Lowest fee}}{\text{Total fee of the tender being considered}} \times 100$$

The Financial Offer will be evaluated in accordance with the award criteria and the associated weighting as detailed in the ***Evaluation Grid*** attached to this tender dossier.

9.4 Negotiation

Following completion of the technical evaluation, including the interviews where applicable, and the opening and evaluation of the Financial Offers, the CEB may initiate a price negotiation phase with the shortlisted tenderers. This phase is currently scheduled for **1 and 2 October 2026**, as indicated in the provisional timetable.

The purpose of this negotiation phase will be to clarify, refine or improve the financial conditions proposed by the shortlisted tenderers, including prices, discounts and any related commercial terms, without changing the essential requirements of the tender dossier, the award criteria or the principles of equal treatment and transparency.

The shortlisted tenderers invited to take part in the price negotiation phase will be informed through the messaging system of the e-procurement platform. The invitation will specify the practical arrangements, including the date, time, format and scope of the negotiation meeting.

After the price negotiation phase, the CEB may request the shortlisted tenderers concerned to submit a revised Financial Offer or written confirmations resulting from the negotiations within the deadline set by the CEB. Any revised submission shall form part of the final tender evaluated by the CEB.

9.5 Choice of selected tender

The contract shall be awarded to the tenderer offering the best value for money, based on a combined assessment of the Technical Offer and the Financial Offer. The evaluation will be carried out on the basis of the following weighting:

- **Technical Offer**: **60%**
- **Financial Offer**: **40%**

Article 10. Confidentiality

The entire evaluation procedure is confidential. The call for tenders, the assignment and all information communicated to tenderers in this context are confidential.

The Evaluation Committee's decisions are collective and its deliberations are held in closed session. The members of the Evaluation Committee are bound to secrecy. The evaluation reports and written records, in particular, are for official use only and may be communicated neither to the tenderers nor to any party other than the CEB.

Article 11. Ethics clauses and anti-corruption provisions

a) Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the Evaluation Committee or the CEB during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of its tender.
b) The tenderer must not be affected by any conflict of interest and shall have no equivalent relation in that respect with other tenderers or parties involved in the project.
c) The CEB reserves the right to suspend or cancel the Contract if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract. For the purposes of this provision, please refer to the CEB policy on Compliance, which can be found at www.coebank.org.
d) The CEB reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. Where such substantial errors, irregularities or fraud are discovered after the award of the Contract, the CEB may refrain from concluding the Contract.

Article 12. Notification of award

The successful tenderer will be informed in writing that its tender has been accepted.

The CEB will furthermore, at the same time, inform the remaining unsuccessful tenderers. A standstill period of ten (10) days will be applied, during which tenderers can seek clarifications on the evaluation of their tender or submit complaints in writing, if they consider that they have not been adequately evaluated.

Article 13. Signature of the contract

Upon receipt of a contract from CEB via the DocuSign electronic signature system, the selected tenderer shall sign and date the contract and return it to the CEB within 5 days.

Failure of the selected tenderer to comply with this requirement may constitute grounds for the annulment of the decision to award the contract. In such a case, the CEB may award the tender to another tenderer or cancel the tender procedure.

Article 14. Cancellation of the tender procedure

In the event of cancellation of the tender procedure, tenderers will be notified by the CEB.

Cancellation may occur when:

1. the tender procedure has been unsuccessful, i.e. no qualitative or financially worthwhile tender has been received or there is no valid response at all;
2. the economic or technical data of the project have been fundamentally altered;
3. exceptional circumstances or *force majeure* render normal performance of the contract impossible;

4. there have been irregularities in the procedure, in particular where these have prevented fair competition;
5. the award is not in compliance with sound financial management, i.e. does not respect the principles of economy, efficiency and effectiveness (e.g. the price proposed by the tenderer to whom the contract is to be awarded is objectively disproportionate with regard to the price of the market).

In no event shall the CEB be liable for any damages, including loss of profits, arising from or connected with the cancellation of a tender procedure, even if the CEB has been advised of the possibility of such damages.

Read and approved as contractually binding

On

At

Name, function and signature of an authorised representative of the tenderer