

COUNCIL OF EUROPE DEVELOPMENT BANK

CONTRACT NOTICE

PUBLIC CALL FOR TENDERS

N°CEB /ITP/P/2016/10

CEB CORPORATE RESOURCES EFFICIENCY REVIEW

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APPOINTMENT OF CONSULTANTS

Deadline for submissions: Wednesday 9 November 2016, Noon (Paris time zone)

Article 1. Assignment

The Council of Europe Development Bank (CEB) is issuing a call for tenders in order to select consulting service providers to advise and support the implementation of changes to the CEB's organisation.

1.1. Preamble

The CEB is a multilateral development bank with a social vocation. Established on 16 April 1956 as a partial agreement of the Council of Europe in order to bring solutions to the problems of refugees, its scope of action has progressively widened to other sectors of action directly contributing to strengthening social cohesion in Europe.

The Bank has its own legal personality and is governed by the Third Protocol of the General Agreement on privileges and immunities of the Council of Europe and its Articles of Agreement (available on www.coebank.org).

The CEB represents a major instrument of the policy of solidarity in Europe in order to help its 41 Member States achieve sustainable and equitable growth: it thus participates in financing social projects, responds to emergency situations and, in so doing, contributes to improving the living conditions of the most disadvantaged population groups.

At the end of 2015, approximately 200 permanent staff members of 30 different nationalities were employed at the Bank all based in Paris. Council of Europe staff regulations apply as modified by the Bank Administrative Council. The two official languages are French and English.

1.2. Object of the Contract

The Governor of the CEB wants to use the services of consultants in order to obtain advice on the CEB's workflows and procedures with a particular focus on potential for efficiency gains and an adequate allocation of resources.

1.3. Scope of Work

Primary Requirements:

Review key banking and management processes to determine whether there is scope to improve process efficiency. The review will focus on operations at the Bank's headquarters in Paris.

In the context of process efficiency, the review will include consideration of IT system support to users to enable efficiency improvements but will not include a review of core banking systems. The assignment does not include a review of Bank goals and strategy and related impact on Bank processes.

Linked Requirement:

- Review staffing levels across departments (excluding IT) to advise on whether the Bank has the adequate number of staff in place in each organizational unit. The review will also take into account the organizational set up of international financial institutions/International Organisations with similar size or mandate.
 - Any recommended adjustment to staffing levels and characteristics will identify whether that change is linked to recommended process efficiency changes.
 - Any recommended changes to staffing levels must be identified appropriately so that the bank can be confident that changes to staffing levels will not compromise the bank's operations and/or reputation.

- The review will also assess opportunities to streamline, automate, redesign, group or outsource some processes and/or activities.
- Recommendations will be accompanied by an assessment of efficiency benefits, costs and risks, to the extent possible and will include considerations regarding the ease of implementation of any recommended changes to roles and responsibilities of existing staff and any associated movement of staff within the bank.
- The Consultant must be capable of supporting the bank with implementation of any accepted recommendations. Any decision to proceed with this option will be at the sole discretion of the Bank and will be taken subject to the Bank's endorsement/acceptance of any of the Consultant's recommendations. Amongst other factors, the Bank will consider the Consultant's proposed implementation plan, supporting resources and associated charge rates. The implementation plan and supporting resources will be included as part of the Consultant's report of review conclusions and recommendations. The Bank reserves the right to negotiate improvement of the tendered implementation support charge rates.
- The review will take account of the changes to IT processes and staffing currently underway. Details will be provided to the selected Consultant.
- A list of current banking and management processes are included in the Terms of Reference

Deliverables:

The deliverables of the consultancy will be to complete a final report on the review, findings and recommendations detailing:

- The scope of the review and process followed (methodology, information and data sources; supporting and reference documentation; etc.);
- An analytical overview on the existing organizational structure and proposals for optimal structure of the CEB workforce of the CEB;
- Technical solutions to issues identified through the review and an overall assessment of the current staffing levels, including recommendations;
- A plan for implementing the recommended changes including:
 - A programme identifying key activities and related resources
 - Costs for each activity plus overall cost and recommended contingency
 - Assessment of the risks related to the successful implementation of the plan, with proposed mitigation measures.

Additional Scope:

At the discretion of the Bank, the Consultant can be asked to provide support to implement the recommended changes as set out in the Consultant's accepted implementation plan. This will be subject to a separate contract. CEB may decide to obtain this support from any consultant of its choice.

1.4. Quantity or Scope of the contract

The initial duration of the contract with the CEB will be 3 months.

It will include the provision of consultant services for that period of time, according to the requirements indicated in the Terms of Reference, and other experts, as needed. CEB reserves the option to extend the contract for new services consisting in a repetition of similar services as those included in the contract. In

such case the duration and amount of the new contract would never be higher than the duration and amount of the original contract.

1.5. Deadline for submission of offers

Offers must be submitted by Wednesday 9 November 2016 (Noon, Paris time zone).

Article 2. Presentation, submission, conditions and content of the call for tenders

This call for tenders is open to all candidates as per the qualification criteria indicated in Article 3. The CEB will carry out a preliminary evaluation of offers on the basis of the submitted technical offers with the aim of identifying the 3 best offers. The three highest-ranking offers will be invited to participate in interviews where the offer and the profile of the expert/s proposed for the assignment will be presented and discussed.

It is required that the individuals proposed by the companies as consultants be present at the interviews at CEB.

2.1. Presentation and submission conditions

Candidates' tenders reference **CEB ITP/P/2016/10** shall be submitted to the following platform <http://coebank.e-marchespublics.com>¹. The tender shall be presented within one single compressed zip file in attachment. Documents shall be presented under PDF, Word or Excel format. Delivery status notification will be returned to sender to acknowledge receipt of tender by the CEB.

Tenders that arrive after the deadline, along with tenders which fail to provide all the documents described in article 2.2. shall not be selected. Tenders arriving after the deadline will be rejected.

2.2. Content of the tender - how to obtain the tender file

The Applicant tenderer shall download the tender file from the electronic platform <http://coebank.e-marchespublics.com> and submit the following requested supporting information:

- a) A signed application letter accepting all elements of the tender as contractually binding;
- b) Companies interested in that tender need to demonstrate that they are not in one of the following situations:
 - Criminal convictions – for the tenderer itself and for the individuals nominated as consultants,
 - Bankruptcy.

Interested companies can use any means at their disposal to show that they are not in such situations, preferably court certifications on absence of criminal convictions and declarations or court certificates in relation to the absence of bankruptcy procedures against the company. If a company cannot obtain those certifications, it could be replaced by a sworn/solemn statement made before a judicial authority or notary or, failing that, a solemn statement made before an administrative authority or a qualified professional body in the country of establishment. CEB reserves the right to request certifications prior to the signature of the contract.

¹ We strongly recommend to test your computer system in order to verify compatibility with the electronic platform. If your Java applet is not updated, use the link for the update or get IT support before the deadline for offers. If you submit your offer at the last minute, you run the risk, in case of technical problems, of not having your offer sent within the time limits in which case it will be automatically rejected. At any time, if you have any problem accessing the platform, you can contact the hotline, which can help you (in French only).

Offers from bidders which fail to demonstrate that they are not in the above mentioned situations will not be evaluated.

The documentary proof or statements may be in original or copy. If copies are submitted, the originals must be provided to the CEB upon request. Tenderers are reminded that the provision of false information in this tender procedure may lead to their exclusion from this tender procedure.

c) Companies interested in that tender need to demonstrate that they fulfil the following criteria:

1. **Human Resources** – companies must provide consultants who would undertake the review at the beginning of 2017, include CVs for the key team members illustrating how their experience is relevant to the assignment. Key team members are those with a leadership role (project or professional) and those responsible for undertaking 80% of the work.
2. **Financial standing** – companies must present evidence that the tenderer is unlikely to become bankrupt during the duration of the agreement e.g. evidence that the tenderer can fund 3 months trading through reserves, credit facilities, monthly profit etc.
3. **Previous experience** – companies must have at least three (3) examples of similar reviews undertaken successfully in the last 5 years for an organization of similar scale to CEB and with similar characteristics. Include a brief explanation of the similarities of commission and client for each example. Examples must be drawn from the last 5 years, with a total value of at least 500,000 EUR and be supported by a satisfactory client reference.

Offers from bidders which fail to fulfil the above mentioned conditions will not be evaluated.

d) The technical offer must include the following:

- Detailed description of the strategy and methodology proposed for the implementation of the assignment, supported with evidence of implementation of similar projects in the past.
- Tenderers must offer CVs for the named individuals they are proposing for the consultant roles. Evaluation will be based on the CV and on an interview of the expected consultants.
- Offer for implementation of additional scope as per section 1.4 above, with estimate of the number of days needed and the category of the experts as well as the CV of those experts.

e) Financial offer

The price for deliverables should include:

- Fixed price for the overall report broken down as follows:
 - Initial research,
 - Consultation with bank's key staff,
 - Production of the first draft report and presentation to the Governor and the management team,
 - Incorporation of CEB feed-back (on the draft report and following presentations),
 - Final report.

The price for the additional scope (optional implementation support) should include:

- Day rates to be applied if the CEB decides to entrust to the consultant the recommended implementation plan.

Prices should be given in euros (EUR), taxes excluded.

The Contractor is solely and fully responsible for Value Added Tax (VAT) and any other applicable taxes, fees and duties charged on the Services. The Contractor shall determine on its only responsibility: (i) the place of taxation of the Services, taking into account 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 Contractor shall not invoice or charge the CEB for any VAT, taxes, fees or duties, unless: (a) previously indicated in the Contractor's Proposal (Enclosure 2); 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 Contractor's Proposal (Enclosure 2) 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 Contractor 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.

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.

f) Other documents, statement of integrity

All certificates identifying the tenderer, including its name, address, registration number (SIRET number if French company), VAT registration number, legal form, fields of activity, professional insurance and any other documents which it may deem relevant;

The Applicant (in case of a joint application, each consortium member) shall provide the Statement of Integrity to be downloaded from the electronic platform <http://coebank.e-marchespublics.com> duly completed and signed.

The offers, all correspondence and documents related to the tender exchanged by the tenderer and the CEB must be written in English.

2.3. Additional information before the deadline for submission of tenders

Any potential bidders that would like to ask questions about this tender should do it through the platform: <http://coebank.e-marchespublics.com>.

Any questions related to this tender should arrive by **26 October 2016**. The CEB has no obligation to provide clarifications after this date. Questions that arrive later than this will not be answered.

The CEB will provide answers to the questions received through the platform by **28 October 2016** at the latest.

2.4. Acceptance and rejection of tenders

The CEB reserves the right to accept or reject non-substantive defects that might affect tenders. The CEB will reject tenders received after the submission deadline, without any penalty or justification.

2.5. Limitation of the number of candidates

There is no limit to the number of candidates that can submit tenders.

2.6. Groupings

Groupings must collectively meet the administrative requirements of the tender. Each partner must also meet these requirements individually. All group members are jointly and severally liable for the performance of the contract. The group will be represented by a single candidate who will act as sole representative of the group.

2.7. Modification or cancellation of the call for tenders

The CEB reserves the right to modify or cancel, at any time, all or part of this tender as necessary, without having to justify its action or incurring any liability to potential bidders. In no event shall the CEB be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of this tender even if the CEB has been advised of the possibility of damages.

2.8. 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.

2.9. Confidentiality

All information communicated to the applicant within the context of the call for tenders or the assignments are confidential.

Article 3. Award criteria

The tender offering the best value for money will be selected using a 80/20 weighting distribution between technical quality and price as detailed in the **Evaluation Grid** attached to the tender file.

Article 4. Information to applicants

All candidates will be informed, whenever possible, of the result of their participation in this tender.