

European Stability Mechanism



**Mini competition**

**MC No. [insert number]**

**Provision of Consultancy Services**

**[Insert MC release date]**

**CONSULTANCY SERVICES  
Mini competition**

This is a Mini competition (the “MC”) issued by the ESM pursuant to the Framework Agreements for Consultancy Services between the ESM and various providers (the “Suppliers”) for the purpose of conducting a mini-competition and awarding an implementing contract to one of the Suppliers (the “Contract”). Refer to Appendix A for details on the services and deliverables required. Refer to the Framework Agreement for details on the procedure for awarding the Contract and the terms and conditions of the Contract.

**1. MILESTONES & ESM CONTACT DETAILS**

<b>Deadline for Clarifications</b>	<b>No later than 2:00 pm: XX/XX/25</b>
<b>Deadline for submitting MC Offers</b>	<b>No later than 2:00 pm: XX/XX/25</b>
<b>Interviews of Shortlisted Suppliers</b>	Week commencing XX/XX/25
<b>MC Contact</b>	<b>ALL COMMUNICATION WILL BE DONE VIA INTEND (see Appendix D for guidance on how to respond in the tool).</b>

**2. ASSIGNMENT DETAILS**

<b>Assignment Name</b>	[-----]		
<b>Discipline of Services</b>	Please refer to Appendix B List of Disciplines and select the relevant Discipline(s)		
<b>Consultant Type</b>	Please refer to Appendix C Consultant Type and include here the level requested <b>ESM will accept CVs of consultants starting at the experience level specified and also with higher experience.</b>		
<b>ESM Function/Division requiring the Services</b>	[-----]		
<b>Scope &amp; Objectives Services Description Nature of Deliverables</b>	See Appendix A attached for details on the services and deliverables required		
<b>Anticipated Term Target Dates Services will be required:</b>	<b>Start:</b> XX/XX/2025	<b>End:</b> XX/XX/2025	<b>Extension?</b> Yes / No Describe the duration if Yes
<b>Location of Consultants</b>	Fully remote Fully onsite Hybrid (quantify the ESM presence requirement so Suppliers can provide a capped fee if applicable)		

**3. FINANCIAL INFORMATION**

**If the assignment may be extended for additional period(s) of time beyond the initial term, the Supplier may propose different fees for the extension(s). If the Supplier does not specify in the Offer that different fees may apply in the event of extension(s), the fee agreed for the initial term will apply for the entire term of the Contract including extension(s).**

You can add or remove lines depending on the number of consultants you propose.

Complete the table in the excel file for the initial term and also for the extensions (if you do not propose a daily rate increase for the extension, please still complete the table). The only field you need to include is the daily rate\*. All other fields are pre-populated – please do not change these values.

\*Note that the daily rate(s) will apply per Professional Day as defined in the framework agreement.

#### 4. EVALUATION METHOD

The methodology used to evaluate offers is based on the best price-quality ratio.

The award criteria will be assessed in two parts:

Technical evaluation ([insert] %) & financial evaluation ([insert] %).

##### **Technical envelope:**

##### **Suppliers must provide for each consultant proposed:**

- A CV
- Appendix E (see last page) 'mandatory criteria response template' duly completed.

The technical envelope evaluation will assess the consultant's skills relevant to the profile description and will award the Supplier a technical score as follows:

- Step 1: pre-screening of the CVs and minimum requirements

**Note that Suppliers must score a minimum of 5 out of 10 on these two documents to be invited to an interview.** Suppliers scoring below 5 will be excluded from further evaluation.

- Step 2: interview

Suppliers scoring 5 or more in the previous step will be invited for an interview. Following the interview, Suppliers will be given a new technical score.

Suppliers with a new technical score below 5 will be excluded from further evaluation.

The score for the technical evaluation will be combined with the respective score for the financial offer and the Contract will be awarded to the Supplier whose offer meets the best price-quality ratio.

Note: If a coding test is required the following steps will occur:

- Step 1: pre-screening of the minimum requirements (Appendix E)

Suppliers not meeting the minimum requirements will be excluded from further evaluation.

- Step 2: pre-screening of the CV and coding test

ESM requires all candidates meeting the minimum requirements (Step 1) to complete a coding test. Suppliers must include in their proposal the name(s) and email address(es) of each candidate proposed as ESM will send each candidate a link to access the coding test. Candidates will have 7 calendar days to complete the test (until xx/xx/xx). ESM uses DevSkiller for coding tests.

Candidates not completing the test will automatically be disqualified.

Following the completion of the coding test, ESM will assess the coding test and the CV altogether.

**Note that Suppliers must score a minimum of 5 out of 10 on the submitted consultants' CV(s) and the coding test for the Suppliers to be invited to an interview.** Suppliers scoring below 5 will be excluded from further evaluation.

- Step 3: interview

Suppliers scoring 5 or more in the previous step will be invited for an interview. Following the interview, Suppliers will be given a new technical score.

Suppliers with a new technical score below 5 will be excluded from the further evaluation.

The score for the technical evaluation will be combined with the respective score for the financial offer and the Contract will be awarded to the Supplier whose offer meets the best price-quality ratio.

Maximum number of CVs to provide: [insert]

**Financial envelope:**

Please refer to section 3 Financial Information. Candidates need to provide the daily rates for each consultant proposed.

When including the daily rate per consultant(s), please include the name and email address of the consultant(s) proposed in the financial envelope. It will simplify the process to invite for interviews and if applicable take a coding test. Please note that only the financial envelopes of Suppliers whose candidates pass Step 1, 2 and 3 above will be opened.

A total cost will be calculated using the following formula [adapt as needed]:

$$\begin{aligned}
 \text{Total cost for the initial term} &= \text{daily rate} * \text{number of days} \\
 \text{Total cost for extension 1} &= \text{daily rate} * \text{number of days} \\
 \text{Total cost for extension 2} &= \text{daily} * \text{number of days}
 \end{aligned}$$

$$\text{Total cost for the potential full term} = \text{Total cost for the initial term} + \text{Total cost for extension 1} + \text{Total cost for extension 2}.$$

The Total cost for the potential full term will be used to assess candidates' proposals using the following formula:

$$\text{Supplier } N = \frac{\text{Lowest Total cost for the potential full term}}{\text{Total cost for the potential full term of Supplier } N} * \text{financial weight (insert \%)}$$

**Note:** in case ESM requires onsite presence (see section 'Location of Consultant' on page 2) and the Supplier proposes consultant(s) whose usual place of work is outside the Grand Duchy of Luxembourg, and the Supplier wants to charge ESM travel and accommodation expenses, the Supplier will need to provide a maximum amount for such expenses.

The maximum amount will be the maximum the ESM would pay for travel and accommodation expenses for the entire duration of the Implementing Contract. The maximum amount will be split as per the Implementing Contract term described in this MC, i.e. a maximum amount for the initial term and maximum amount(s) for potential extensions, if applicable.

The total maximum amount will be factored in the financial assessment of the MC [adapt as needed]:

$$\begin{aligned}
 \text{Total cost for the potential full term} &= \text{Total cost for the initial term} + \text{maximum amount for the initial term} + \\
 &+ \text{Total cost for extension 1} + \text{maximum amount for extension 1} + \text{Total cost for extension 2} + \text{maximum amount} \\
 &\text{for extension 2}.
 \end{aligned}$$

**Please refer to the Framework Agreement for further details on pricing.**

## Appendix A – Terms of Reference

The Service Provider shall provide to the ESM the consultancy services requested in this MC (the “**Consultancy Services**”) in accordance with the terms and conditions of the implementing contract (the “**Contract**”) and the Framework Agreement between the ESM and the Service Provider.

In providing the Services to the ESM, the Service Provider shall use sufficient numbers of highly skilled, appropriately qualified, experienced and trained personnel according to the requirements of the ESM, in accordance with good industry practice, during the time specified in the MC and in compliance with the terms of the Contract and the Framework Agreement.

### 1. OBJECTIVE

### 2. SERVICES DESCRIPTION

Insert

### 3. DELIVERABLES

The Consultant/Team of Consultants will be responsible for providing the following deliverables to the ESM (the “**Deliverables**”):

Insert

### 4. DESIRED CONSULTANT/TEAM PROFILE

The Consultant(s) will have the following profile:

**Technical skills:**

**Soft-skills:**

### 5. FEE SCHEME REQUESTED

[Adapt as needed] Daily Rate to be applied on the consumed days that is firm, fixed, and remains unchanged for the entire Contract term including any potential extensions (unless second paragraph of section 3 (page 2) applies).

### 6. WORKING ARRANGEMENTS

The Consultant will perform Services [at the ESM headquarters in Luxembourg/remotely/ in a hybrid mode]. He/she will report to the [insert ESM responsible] . The ESM will not provide any administrative support to the Consultant. The ESM will provide, however, an office space and ESM system access. Unless otherwise agreed between the ESM and the Service Provider, the ESM will not provide any hardware and/or software to enable the Consultant’s day-to-day activities. The Consultant will use a laptop or desktop that has not been provided by the ESM for the purposes of carrying out the Services. The Service Provider will ensure that:

1. Anti-virus software is installed on the device used, and regularly updated;
2. The operating system installed on the device is regularly updated; and
3. The device is password protected, and the password is known only to the user of the device and the Service Provider.

OR // Unless otherwise agreed between the ESM and the Service Provider, the ESM will equip the Consultant with a functional laptop with appropriate software to enable all day-to-day activities related to the delivery of the Services.

### 7. REPORTING

At frequent intervals during the Contract’s duration, the Key Consultant will provide the ESM with an update concerning the Services and Deliverables including their progress, developments, issues, and any other relevant

matters. The Key Consultant will secure and take into consideration the ESM's feedback provided to enable the ESM to remain current as to their progression and ensure that the Services and the future Deliverables are consistent with the ESM's expectations. The updates will be provided during meetings to be held between the ESM and the Key Consultant (the "**Update Meetings**"). The Update Meetings will be conducted via in-person or teleconference meetings as agreed by the Parties. The exact nature format, days, time, and duration of the Update Meetings will be agreed by the Parties at the first Update Meeting to be held upon the commencement of the Contract.

	<b>Appendix B – List of Disciplines</b>	<b>Relevant Discipline(s)</b>
<b>CATEGORY 1</b>	1. Financial instruments	<input type="checkbox"/>
	2. Market infrastructure	<input type="checkbox"/>
	3. Capital markets functions	<input type="checkbox"/>
	4. Risk management	<input type="checkbox"/>
<b>CATEGORY 2</b>	5. IT financial systems	<input type="checkbox"/>
	6. IT Security	<input type="checkbox"/>
	7. Enterprise / IT architecture and infrastructure	<input type="checkbox"/>
	8. Outsourced service providers and cloud services	<input type="checkbox"/>
	9. Application development	<input type="checkbox"/>
	10. Digital transformation	<input type="checkbox"/>
	11. ERP platforms	<input type="checkbox"/>
	12. Microsoft applications	<input type="checkbox"/>
	13. Corporate IT Generalist	<input type="checkbox"/>
<b>CATEGORY 3</b>	14. Communications	<input type="checkbox"/>
	15. Human resources and organisation	<input type="checkbox"/>
	16. Audit	<input type="checkbox"/>
	17. Administration, controls and compliance	<input type="checkbox"/>
	18. Insurance advisory services	<input type="checkbox"/>
	19. Procurement	<input type="checkbox"/>
	20. Policy review, development and evaluation	<input type="checkbox"/>
	21. Board Affairs and Shareholder Relations	<input type="checkbox"/>
	22. Internal policies, processes and internal control	<input type="checkbox"/>
	23. Business Continuity Framework Development	<input type="checkbox"/>
	24. Records management	<input type="checkbox"/>
	25. Data Governance	<input type="checkbox"/>
	26. Data Management	<input type="checkbox"/>
	27. Information security	<input type="checkbox"/>

	28. Environmental, social and governance framework	<input type="checkbox"/>
	29. Strategy development and performance management	<input type="checkbox"/>
	30. Project portfolio, programme and project management	<input type="checkbox"/>
	31. Business analysis	<input type="checkbox"/>
	32. Change management	<input type="checkbox"/>
	33. Physical security and Facilities Management (FM) support	<input type="checkbox"/>
	34. Compliance and ethics advisory services	<input type="checkbox"/>
	35. Personal data protection advisory services (excluding legal services)	<input type="checkbox"/>
<b>CATEGORY 4</b>	36. Macro-economic and financial risk assessment and evaluation of financial assistance programmes	<input type="checkbox"/>
	37. Macro-economic and financial sector data analysis and systems	<input type="checkbox"/>
	38. Common Single Resolution Fund backstop, Direct Recapitalisation Instrument and repayment capacity assessment	<input type="checkbox"/>
	39. Bank restructuring, non-performing loans disposal, asset management companies and distressed asset management	<input type="checkbox"/>
	40. Banking sector's future developments like Fintech, BigTech, business model evolution	<input type="checkbox"/>



**Appendix C – Consultant types**

**Discipline 1 to 4 and 36 to 40**

Project Manager	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Subject Matter Expert	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Business Analyst	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner

**Discipline 5 to 13**

Project Manager	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Subject Matter Expert	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Business Analyst	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Quality Assurance Tester	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
System Analyst	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Developer	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner

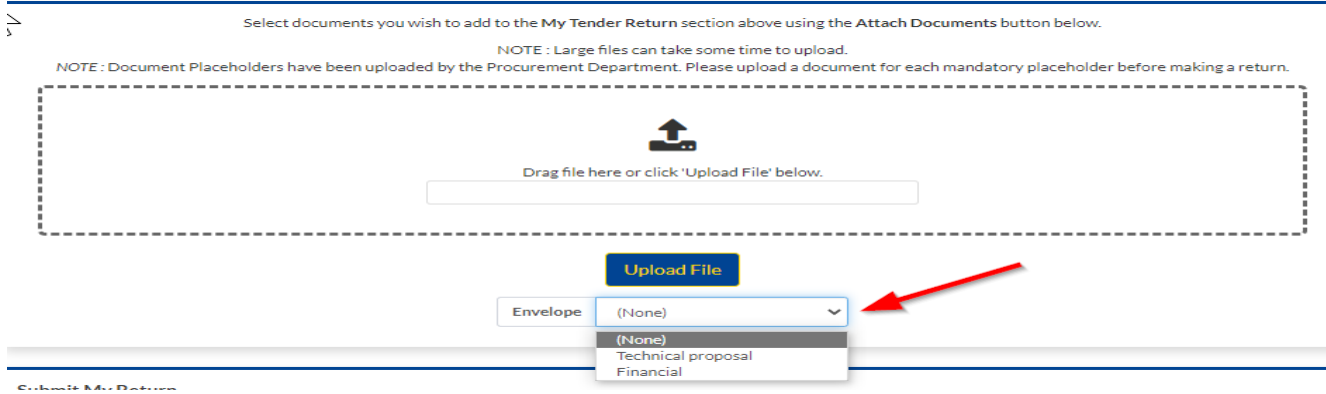
**Discipline 14 to 35**

Project Manager	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Subject Matter Expert	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
Business Analyst	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner
PMO Support	Junior Consultant
	Consultant
	Senior Consultant
	Expert Consultant
	Managing Consultant / Partner

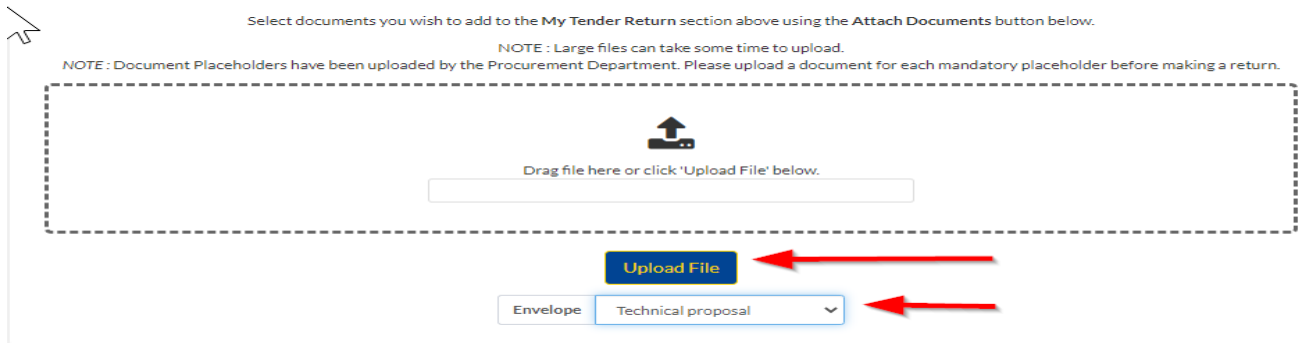
<b>Consultant types</b>	<b>Experience in the Discipline / responsibility in the company</b>
Junior Consultant	Up to and including 3 years of experience
Consultant	At least 3 years of experience
Senior Consultant	At least 7 years of experience
Expert Consultant	At least 10 years of experience
Managing Consultant/Partner	Consultant with a decision power in the consultancy company and highest degree of seniority, within the Discipline.

### Appendix D – Submit a proposal in In-Tend

After Optin In, you will be able to upload files.  
Please select the envelope you want to place your files within (Technical or Financial)




Once you have selected an envelope, click Upload File. You can upload multiple files to one envelope.



Make sure that you upload your pricing information in the Financial envelope. Please refer to the MC page 3 for the Evaluation Method.

Select documents you wish to add to the My Tender Return section above using the **Attach Documents** button below.

NOTE : Large files can take some time to upload.  
NOTE : Document Placeholders have been uploaded by the Procurement Department. Please upload a document for each mandatory placeholder before making a return.



Drag file here or click 'Upload File' below.

**Upload File** ←

Envelope Financial ▾ ←

Once you have uploaded all your documents in the relevant envelopes, do not forget to submit your proposal by clicking on **Submit Return**:

**Submit My Return**

When you have completed all the above steps and are ready to submit your tender return, click the **Submit Return** button.

Note: You can make one or more returns on this stage. Your last return will supersede any previous returns.

**Submit Return**

**If you want to ask some questions please use the tab “create correspondence”.**

Home Supplier Guidance Messages Tenders Orders Company Details Help Logout

Please note : The correspondence area is only to be used for tender based queries, please see the help section for the technical contact details.

Search

Received  
Sent  
Unread  
Read  
Show all..

Filter +

Options

Create Correspondence

Messages

Date Sent	Subject
- there is no correspondence that matches your criteria -	

**If you encounter problems, you can contact the In-Tend support at:**

Email: [support@in-tend.com](mailto:support@in-tend.com)

Phone: 0845 557 8079 / +44 (0) 114 407 0065

You can also find the above contact details under the Help tab of the Supplier Portal.

**If you want to ask some questions please use the tab “create correspondence”.**

**Appendix E – Mandatory criteria response template**

[Adapt as needed]

PLEASE TICK THE BOX AND PROVIDE EXAMPLES, IN THE SECTION BELOW TO THE RESPECTIVE POINTS	
1. The Supplier confirms the Consultant is available for the assignment period specified in the paragraph “Assignment Details” (page 2).	<input type="checkbox"/>
2. The Supplier confirms the Consultant is available for full-time/part time assignment	<input type="checkbox"/>
3. The Supplier confirms the Consultant has sufficient experience in the relevant discipline specified in the paragraph “Assignment Details” (page 2).	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• (E.g.: 6 year in project management gained by working at...)</li> <li>• (E.g.: 3 years of experience in software development gained by working at...)</li> </ul>	
4. The Supplier agrees to the working arrangements specified in the section “Assignment Details” (page 4).	<input type="checkbox"/>
5. Confirm the Consultant is fluent in English (level TBC) Please summarise the Consultant’s experience in meeting this requirement	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• .....</li> </ul>	
6. The Consultant meets all the mandatory technical requirements specified in the “Desired Consultant” section in Appendix A. Please summarise the Consultant’s experience in meeting these requirements	<input type="checkbox"/>
<ul style="list-style-type: none"> <li>• .....</li> </ul>	

7. The Consultant meets the soft skills requirements specified in the “Desired Consultant” section in Appendix A. Please summarise the Consultant’s experience in meeting these requirements	
<ul style="list-style-type: none"><li>• .....</li></ul>	