

**ASSISTANCE IN THE IMPLEMENTATION OF NEW BUSSINESS MODEL FOR
ECG AND THE DEVELOPMENT AND OPERATIONALIZATION OF EXPORT
CREDIT PRODUCTS**

TENDER SPECIFICATIONS

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1. TECHNICAL SPECIFICATIONS

1.1 Background and context

Export Credit Greece S.A. (henceforth 'ECG' or 'Contracting Authority') is the Greek Export Credit Agency (ECA), previously denominated ECIO (Export Credit Insurance Organization) or OAEP (Οργανισμός Ασφάλισης Εξαγωγικών Πιστώσεων). Through the adoption of the new Statutory Law No. 4918/2022, which includes the new Articles of Association, ECG has undertaken a deep restructuring program to respond to the fast-paced evolution of the Greek market and meet the growing demand for access to finance for capital expenditure or working capital needs from Greek enterprises.

ECG's main objective is that of supporting national enterprises in their internationalization process through export credit and credit insurance products.

ECG has administrative and financial independence, operates in accordance with the rules of the private economy and is supervised by the Minister of Foreign Affairs.

In consideration of the new operational perimeter defined by the new Statutory Law, ECG has issued the present call for Tender (the 'Tender') in order to meet the following needs:

1. Organizational Structure:

The introduction of major departments and roles, as they are fundamental for the efficient functioning of a solid ECA. In this respect, ECG intends to:

- establish a first line of management acting as a control tier reporting to a Chief Officer, who in turn reports directly to the CEO;
- set-up new key departments with the scope of enhancing the operational efficiency of the ECA;
- adopt an efficient service model in order to establish solid relations with customers and actively promote the ECA's products.

2. Product range and subsidiaries:

ECG needs support in the development of the following products:

- export credit insurance (supplier credit, buyer's credit, LC confirmation);
- internationalization support for working capital and capital expenditures;
- Surety bond support;
- Political Risk Insurance ('PRI');
- short-term credit insurance for single risks and whole turnover;
- factoring business.

In addition to the expansion of the product range, ECG needs to re-organize the activity relevant to the short-term activity at marketable terms, through the potential establishment of a ST subsidiary. The establishment of a Factoring Subsidiary will be also evaluated in order for ECG to offer factoring services at market terms.

3. Risk Management & Risk Assessment:

In order to guarantee a sound and efficient risk allocation, ECG intends to implement solid frameworks and systems for the identification, assessment and monitoring of the risks

underlying the transactions, as well as appropriate pricing calculation methods and risk management procedures.

4. Governance and Business Procedures:

The definition of business and governance procedures are fundamental in order to improve the efficiency of ECG.

The adoption of policies and procedures ensure compliance with laws and regulations, provide guidance for decision-making and streamline internal processes.

5. International relations department:

ECG deems essential the introduction of the International Relations (IR) team for conducting the business efficiently and in line with the other international players.

Consequently, the Contracting Authority intends to implement a new Business Model encompassing three main areas of intervention:

1. the development of products for Export Credit and Credit Insurance business, both for ST and MLT, as well as for guarantees for the Internationalization of Greek Companies;
2. the establishment of two subsidiaries, respectively dedicated to ST Business and Factoring, both operating at market terms;
3. the adoption of a set of procedures, both at Business and Governance level.

The implementation of the three above mentioned areas of intervention will require a deep renovation of ECG's internal organisation and of its approach in structuring transactions. New structured due diligence processes, sound risk assessment methodologies, appropriate pricing models and a comprehensive understanding of the relevant international regulatory frameworks need to be developed.

1.2 Objectives

This Tender is opened to select an External Consultant (the 'Consultant' or 'Tenderer') with proven experience in the set-up of export credit agencies and with products and procedures related to:

- export credit insurance (supplier credit, buyer's credit, LC confirmation);
- internationalization support for working capital and capital expenditures;
- Surety bond support;
- Political Risk Insurance ('PRI');
- short-term credit insurance for single risks and whole turnover;
- factoring business.

In particular, the Consultant is invited to present a high-quality proposal aiming at the operationalization of the business model. As a result of the capacity building process, ECG is expected to become operational with the necessary products, processes, documentation and procedures.

The Consultant shall therefore support the Contracting Authority in structuring an Operationalization Project (the 'Project') in order to render ECG a modern and efficient ECA able to offer a wide range of export insurance and guarantee products for Greek companies engaged in export activities as well as in their growth in international markets.

The consultancy shall include specific training activities with a focus on the core business for an export credit agency: (i) Underwriting guidelines for all products that shall be developed, (ii) Risk Assessment taking into account all the various areas of risks underlying the transactions in domestic and foreign markets; (iii) Pricing methodologies suitable for the various products; and (iv) Claim payment procedures.

1.3 Scope of the Work

The advisory service is expected to be divided in two parts:

- Part 1 | Core mandate

Development of products for Export Credit and Credit Insurance business, both for ST and MLT, as well as for guarantees for the Internationalization of Greek Companies, in line with best international practices in terms of products and business procedures.

Assistance in the introduction of a methodology for transactions' risk assessment, as well as the development of pricing tools relevant to the new business lines, i.e. Export Credit, Internationalization, Surety Bonds, Political Risk Insurance, ST Business (selective risk and whole turnover policies).

Adoption of a sound procedure for claims and recovery activities, as well as a set of operational guidelines on international reporting requirements.

- Part 2 | Add-ons

Following the Establishment of two subsidiaries, respectively dedicated to ST Business and Factoring, both operating at market terms, the consultant will support ECG in defining the group governance and in the development of the factoring products, including pricing tools. This part of the consultancy will be activated only if and when the factoring and/or ST subsidiaries are licensed by the Greek Guardian Authorities.

1.4 Work Packages

The Project will be structured as follows:

Part 1 | Core mandate:

1. Transfer of technical and operational knowhow on the main products relevant to an ECA core business (including ST products): the Consultant shall provide financial, technical, and institutional development support to the Contracting Authority in building a new line of MLT/ST insurance products. As the main objective of the Contracting Authority is to reach full autonomy in managing the products, the transfer of knowledge shall preferably include the following aspects: (i) underwriting and product technicalities; (ii) guiding principles to assess the risk associated to transactions; (iii) pricing calculation; (iv) claims payment procedures. Dedicated training sessions on the international reporting requirements shall be provided.

The Consultant shall also be available for follow-up sessions.

2. Transfer of procedures and working documents needed to operationalize ECG: under this phase, the Consultant is requested to complement the previous work package by providing the Contracting Authority with the relevant documents, policies, procedures and workflows in order to efficiently run the business. The documentation will facilitate the implementation of all the above-listed areas of activity.
3. Definition of International Relations activities and duties resulting from the ECA's participation in major regional and international fora, namely the European Union Council Working Group on Export Credits, the Organization for Economic Cooperation and Development (OECD), the Berne Union, and the Paris Club. In this respect, the Consultant is requested to provide detailed information on international regulatory frameworks, as well as to lay out guidelines on business reporting and notifications requirements set by the relevant international organizations.
4. Transfer of other relevant practices for the internal functioning of the ECA, such as corporate governance and administrative procedures, and operational guidelines on the allocation of responsibilities within the Organization.

Part 2 | Add-ons:

1. Transfer of technical and operational knowhow on the main products of the factoring subsidiary;
2. Definition of the Group governance: including relevant documents and procedures to ensure an efficient operational framework. The Consultant is requested to provide ECG with relevant documents and procedures to ensure proper governance and an efficient operational framework.

1.5 Duration of the Project

The project should last for a minimum of 9 months, up to a maximum of 12 months. The reference date for the contract is the last date of signature by both parties.

1.6 Place of work

Any physical meeting, presentation and/or conference with the national authorities will take place in Athens, Greece ('on-site'). Videoconferencing shall also be used extensively for meetings, committees, consultations and, if deemed necessary based on the circumstances, to conduct the core activities related to the Project.

1.7 Eligibility Criteria

1.7.1. Work Experience

In consideration of the technicality of the service required, the Consultant shall be able to demonstrate expertise and experience in all of the following fields:

- Development of ECA business products;
- Short Term Credit Insurance Business;
- Factoring products;
- Advisory services and capacity-building programs.

The Consultant should be able to demonstrate at least 10 years of continuous experience in the abovementioned fields as on last date of the month preceding the date of issue of this Tender, carried out in favor of Export Credit Agencies/ Ex-Im Banks/ Government/ Sub sovereign authorities- / Central Banks/ Monetary Authority/ Public Sector Undertakings/ banks/ financial institutions.

The Consultant shall also provide a description of 5 project references in the format provided in Annex 3. The Contracting Authority reserves the right to contact the clients indicated in the references to ascertain the information provided by the Tenderer.

The following features will be considered as an added advantage:

- proved experience in consultancy assignments for the development of export credit/ internationalization products;
- sound frameworks for underwriting and risk analysis of officially supported export-finance schemes in OECD and non-OECD countries;
- the availability of a project team fully dedicated to Advisory and capacity building projects.

The Contracting Authority reserves the right to call for documents and verify the experience(s) claimed by the applicant.

1.7.2. Financial Position

Applicants should have an average annual turnover of minimum 1,000,000.00 Euro during the latest three financial years.

1.7.3. Availability and Experience of Key Personnel

The applicant shall deploy Key Personnel as part of the Project Team and provide their details in the Technical Offer. Such Key Personnel shall encompass at least a Project Manager, a Deputy Project Manager and a Technical Expert, meeting the following minimum requirements:

- **Project Manager:** must have overseen at least 4 Advisory projects for the set-up of new ECAs/ ExIm Banks / Central Banks/ Monetary Authority/ Public Sector Undertaking/ banks/ financial institutions in the position of Project Manager;
- **Deputy Project Manager:** must have been Project Manager in at least 10 Advisory projects and 1 set-up project to ECAs or ExIm Banks/ Government/ Semi-Government/ Central Banks/ Monetary Authority/ Public Sector Undertaking/ banks/ financial institutions;
- **Technical Expert:** must have been Trainer in at least 4 Advisory projects and 1 set-up project to ECAs or ExIm Banks/ Government/ Semi-Government/ Central Banks/ Monetary Authority/ Public Sector Undertaking/ banks/ financial institutions. The Expert appointed for the Project must have technical knowledge of export credit and internationalization products and a sound knowledge of risk analysis.

The applicant shall furnish short CVs of Key Personnel and other qualified professionals involved in the project.

1.8 Budget

The maximum contract value is 320.000 Euro. The applicant shall indicate the consultancy charges in the Financial Offer in connection with the comprehensive consultancy services conforming to the scope of work along with the on-site support charges. Prices quoted by the Tenderer shall remain firm and fixed for comprehensive consultancy services and on-site support rendered as outlined in the Financial Offer irrespective of the tenure and not subject to any variation on any account.

1.9 Agents

Agents are not allowed for this Tender. Only the parties intending to participate in the Tender can submit bids for engagement of the Consultant for comprehensive consultancy services.

1.10 Validity Period of the Technical Offer

The Technical Offer submitted by the Tenderer shall remain valid for a period of 180 days from the deadline for submission. Any offer valid for a shorter period will not be taken into consideration.

1.11 Signing of Tender and Power of Attorney

The signature on the Tender documentation must be a qualified electronic signature or an advanced electronic signature based on a qualified certificate as defined in Regulation (EU) No 910/2014 on electronic identification and trust services for electronic transactions in the internal market (the eIDAS Regulation).

All documents must be signed by duly authorized representatives.

The document reporting the authorization to sign shall be provided as an attachment to the Tender application (Power of Attorney)

1.12 Language

The Tender submitted by the Tenderer and all subsequent correspondence and documents relating to the Tender exchanged between the Tenderer and the Contracting Authority, shall be written in Greek or English. However, the language of any printed literature furnished by the Tenderer in connection with its Tender may be written in any other language, provided that the same is accompanied by the English translation. For purposes of interpretation of the Tender, the English translation shall prevail.

2 INFORMATION ON TENDERING

2.1 Contents and Preparation of the Application

The Application submitted by the Applicant shall comprise the following:

- (a) Presentation of the Applicant (maximum 10 pages). The Presentation shall describe the Applicant's type of entity, ownership structure, activities and organization chart;
- (b) Power of Attorney authorizing the representative of the Applicant to submit the Application on behalf of the Applicant;
- (c) the registration to the Chamber of Commerce reporting the Company's details and list of representatives;
- (d) Declaration on Honor (Annex 1) stating that the Applicant is not in one of the situations of exclusion herein listed;
- (e) Financial Capacity Statement in the format provided in Annex 2 and supported (upon request) by Balance sheets and profit and loss statements in the last 3 financial years;
- (f) description of 5 Project References completed in the last 5 years in the format provided in Annex 3;
- (g) list of available expertise and human resource capacity in the format provided in Annex 4.

2.2 Compliance with applicable law

The Tender must comply with applicable environmental, social and labor law obligations established by European Union law, national legislation, collective agreements or the international environmental, social and labor conventions listed in Annex X to Directive 2014/24/EU¹.

2.3 Joint Tenders

A joint Tender is a situation where a Tender is submitted by a group of economic operators. Joint Tenders may include subcontractors in addition to the members of the group.

In case of joint Tender, all members of the group assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole, i.e., both financial and operational liability. Nevertheless, Tenderers must designate one of the economic operators as a single point of contact (the leader) for the Contracting Authority for administrative and financial aspects as well as operational management of the contract.

After the award, the Contracting Authority will sign the contract with the leader on behalf of all members of the group, authorized by the other members via powers of attorney.

¹ Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

2.4 Subcontracting

Subcontracting is permitted but the contractor will retain full liability towards the Contracting Authority for performance of the contract as a whole.

Tenderers are required to identify all subcontractors whose share of the contract is above 20%.

During contract performance, the change of any subcontractor identified in the Tender or additional subcontracting will be subject to prior written approval of the Contracting Authority.

2.5 Structure and content of the Tender

The Tenders must be presented as follows:

- **Part A: Technical Offer** (see Section 2.5.1)
- **Part B: Financial Offer** (see Section 2.5.2)
- **Part C: Identification of the Tenderer** (see Section 2.5.3)
- **Part D: Verification of Non-exclusion** (see Section 3.1)
- **Part E: Selection criteria** (see Section 3.2)

2.5.1 Content of Part A: Technical Offer

The Technical Offer must cover all aspects and tasks required in the technical specifications and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all requirements may be rejected on the basis of non-compliance with the Tender specifications and will not be evaluated.

The Consultant must submit a Technical Offer to illustrate the description of the service. For this purpose, the Consultant is expected to submit a specific Tender that describes the methodology, the organization of the work and resources (notably team composition, roles and responsibilities of the team members), as well as the quality control measures (if specific measures are required for the project) intended to be adopted for delivering the service. A Steering Committee will be established for monitoring the regular evolution of the project. The Steering Committee will be comprised of representatives of the Consultant and the Contracting Authority. The Steering Committee will meet quarterly in order to oversee all planned activities, ensuring effective coordination and engagement.

The Technical Offer must not exceed 30 pages in length (the CVs of the team members are excluded from the page count). Consultants are invited to use font size 12 point, in the style of Times New Roman, Arial, or similar. All margins should be at least 2.54cm (the standard default). The text can have maximum 1.5 line spacing. The Technical Offer may be structured to include:

- The Consultant's introduction;
- The description of the specific objective;
- The presentation of the work packages;

- The timing for the implementation of the Project;
- The team structure: composition and distribution of roles;
- Presentation of the team members and relevance of their experience to the project;
- The procedures that the Tenderer intends to use for quality control, assurance of the beneficiary's satisfaction and complaint management.

2.5.2 Content of Part B: Financial Offer

The price must be quoted in euro. Tenderers from countries outside the Euro zone have to quote their prices in Euro. The price quoted may not be revised in line with exchange rate movements. It is for the Tenderer to bear the risks or the benefits deriving from any variation.

The Financial Offer shall reflect the Structure presented in the Scope of the Work (See Section 1.3). The Consultant is expected to present two different prices, respectively on the Core Mandate and the Add-ons. In this respect, the financial offer relevant to the Add-ons shall be considered valid only if and when ECG should decide to operationalize the subsidiaries.

Prices must include VAT. The amount of VAT may be shown separately.

The quoted price must be a fixed amount that includes all charges (including travel and subsistence, as well as the cost of documents' translation, if needed).

2.5.3 Content of Part C: Identification of the Tenderer

The Tender must include a Presentation of the Applicant electronically signed by an authorized representative illustrating the name of the Tenderer (including all entities in case of joint Tender) and identified subcontractors if applicable, as well as the name of the single contact point (leader) in relation to this procedure.

In case of joint Tender, the Presentation of the Applicant must be electronically signed by the leader authorized by the other members with powers of attorney. The signed powers of attorney must be included in the Tender as well. Subcontractors that are identified in the Tender must provide a letter of intent electronically signed by an authorized representative stating their willingness to provide the services presented in the Tender and in line with the present Tender specifications.

The Consultant must also submit an updated report of the company registration to the Chamber of Commerce or equivalent entities/institutions. This document shall report the company's details and the names of the company's authorized representatives.

3 EVALUATION AND AWARD

The evaluation is based solely on the information provided in the submitted Tender. It involves the following:

- Verification of non-exclusion of Tenderers on the basis of a declaration on their honor (see Annex 1);
- Selection of Tenderers on the basis of selection criteria;
- Verification of compliance with the minimum requirements set out in these Tender specifications;
- Evaluation of Tenders on the basis of the award criteria.

The contracting authority may reject abnormally low Tenders, in particular if it is established that the Tenderer or a subcontractor does not comply with applicable obligations in the fields of environmental, social and labor law.

The Tenders will be assessed in the order indicated above. Only Tenders meeting the requirements of one-step will pass on to the next step.

The Contracting Authority reserves the right to award the contract on the basis of the initial Tender, without negotiation.

3.1 Content of Part D: Verification of non-exclusion

All Tenderers must provide a **declaration on honor** (see Annex 1), signed and dated by an authorized representative, stating that they are not in one of the situations of exclusion listed in that declaration on honor.

In case of joint Tender, each member of the group must provide a declaration on honor signed by an authorized representative.

In case of subcontracting, all subcontractors whose share of the contract is above 20 % and whose capacity is necessary to fulfil the selection criteria must provide a declaration on honor signed by an authorized representative.

The Contracting Authority reserves the right to verify whether the successful Tenderer is in one of the situations of exclusion by requiring the supporting documents listed in the declaration of honor.

3.2 Content of Part E: Selection criteria

Tenderers must prove their legal, regulatory, economic, financial, technical and professional capacity to carry out the work subject to this procurement procedure.

The Tenderer may rely on the capacities of other entities, regardless of the legal nature of the links that it has with them. In that case, it must prove to the Contracting Authority that it will have at its

disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.

The Tender must include the proportion of the contract that the Tenderer intends to subcontract.

3.3 Declaration and evidence

The Tenderers (and each member of the group in case of joint Tender) and subcontractors whose capacity is necessary to fulfil the selection criteria must provide the **declaration on honor** (see Annex 1), electronically signed and dated by an authorized representative, stating that they fulfil the selection criteria applicable to them individually. For the criteria applicable to the Tenderer as a whole, the Tenderer (sole or leader in case of joint Tender) must provide the declaration on honor stating that the Tenderer, including all members of the group in case of joint Tender and subcontractors if applicable, fulfils the selection criteria for which a consolidated assessment will be carried out.

This declaration is part of the declaration used for exclusion criteria (see section 3.1) so only one declaration covering both aspects should be provided by each concerned entity.

The Contracting Authority will evaluate selection criteria on the basis of the declarations on honor and evidence requested. Nevertheless, it reserves the right to require evidence of the financial, economic and technical and professional capacity of the Tenderers at any time during the procurement procedure and contract performance. In such case, the Tenderer must provide the requested evidence without delay. The Contracting Authority may reject the Tender if the requested evidence is not provided in due time.

3.4 Deadline and Method of Bidding

Applications must be submitted starting from 20/07/2022 until 10/08/2022. The electronic portal will accept applications until 3:00 pm, Central European Summer Time (CEST).

Bids must be submitted electronically via <http://procurement.oaep.gr> by the deadline and time specified in this notice, in English, in an electronic file.

3.5 Legal and regulatory capacity

Tenderers must prove that they are allowed to pursue the professional activity necessary to carry out the work subject to this negotiated procedure. The Tenderer (including each member of the group in case of joint Tender) must provide the following information in its Tender if it has not been provided with the Presentation of the Applicant:

- A legible copy of the notice of appointment of the persons authorized to represent the Tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation applicable to the legal person requires such publication. Any delegation of this authorization to another representative not indicated in the official appointment must be evidenced.

3.6 Economic and financial capacity criteria

The Tenderer must have the necessary economic and financial capacity to perform this contract until its end. In order to prove its capacity, the Tenderer shall fill the Table provided in Annex 2, proving its compliance with the following selection criteria:

- The annual turnover of the last three financial years above EUR 1,000,000.00; this criterion applies to the Tenderer as a whole, i.e. the combined capacity of all members of a group in case of a joint Tender.

Evidence (to be provided on request):

- Copy of the profit and loss accounts and balance sheet for the last three years for which accounts have been closed from each concerned legal entity;
- Failing that, appropriate statements from banks.

If, for some exceptional reason which the Contracting Authority considers justified, a Tenderer is unable to provide one or other of the above documents, it may prove its economic and financial capacity by any other document which the Contracting Authority considers appropriate. In any case, the Contracting Authority must at least be notified of the exceptional reason and its justification. The Contracting Authority reserves the right to request any other document enabling it to verify the Tenderer's economic and financial capacity.

3.7 Technical and professional capacity criteria and evidence

3.7.1 Criteria relating to Tenderers

Tenderers (in case of a joint Tender the combined capacity of all members of the group and identified subcontractors) must comply with the criteria listed below. The evidence must be provided only upon request.

The Applicant shall provide maximum 5 project references completed in the last five years in the format of Annex 3. Projects shall meet the following criteria:

- **Criterion A1:** The Tenderer must prove experience in the field of MLT/ST export credit and factoring schemes, demonstrating experience in the involvement with at least 5 export credit guarantee schemes in the last 3 years.
- **Evidence A1:** the Tenderer must provide information of its involvement with MLT/ST export credit and factoring schemes in this field in the last three years, from the date of submission of the Tender.
- **Criterion A2:** The Tenderer must prove experience in carrying out work on or advising in relation to exports to third country markets in the last 3 years.
- **Evidence A2:** the Tenderer must provide information demonstrating carrying out work or advising in relation to exports to third country markets in the last three years, from the date of submission of the Tender.
- **Criterion A3:** The Tenderer must have previous experience in working in English.
- **Evidence A3:** the Tenderer must provide information indicating its experience of working in English.

3.7.2 Criteria relating to the team delivering the service:

The team delivering the service should include, as a minimum, the profiles listed under section 1.7.3. Evidence will consist in CVs of the team members responsible to deliver the service. Each CV should indicate the intended role in the delivery of the service.

3.7.2.1 Expert in export credit schemes:

Relevant higher education degree and at least 5 years of professional experience in the field.

- Evidence: CV

3.7.2.2 Expert in factoring schemes:

Relevant higher education degree and at least 3 years of professional experience in the field.

- Evidence: CV

3.8 Award criteria

The contract will be awarded based on the most economically advantageous Tender, according to the 'best price-quality ratio' award method. The quality of the Tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

	CRITERIA	ITEM SCORE	MAX. SCORE
1.	Relevant Experience of the Consulting Firm	-	60
1.1	Technical Offer Ability to deliver the work packages as outlined in Section 1.4	40	-
1.2	5 years experience in export credit and internationalization activities	10	-
1.3	Demonstrated experience in implementing similar projects (annex 3)	10	-
2.	Financial Offer (Price-quality ratio)	-	20
3.	Applicant Capabilities	-	20
3.1	Qualitative assessment of the Applicant's available human resources capacity (annex 4)	10	-
3.2	Support in the development of customized pricing tools and risk management methodologies	10	-
	OVERALL TOTAL SCORE	-	100

Tenders must score minimum 50% for each criterion and minimum 60% in total. Tenders that do not reach the minimum quality levels will be rejected and will not be ranked.

3.9 Ranking of Tenders

The contract will be awarded to the most economically advantageous Tender, i.e. the Tender offering the best price-quality ratio.

The Tender ranked first after applying the formula will be awarded the contract.

3.10 Publication of Results

Applicants that have not been qualified may write to ECG to request, in writing, the grounds on which they were not qualified. Upon such a request ECG will inform such Applicants on the major shortcomings and weaknesses of their Application.