



CALL FOR TENDERS

FOR THE PROVISION OF CONSULTANCY SERVICES TO THE YOUTH DEPARTMENT OF THE COUNCIL OF EUROPE OTHER THAN EDUCATION, TRAINING AND FACILITATION

2024/AO/60

Object of the procurement procedure ▶	Consultancy services to the Youth Department of the Council of Europe other than education, training and facilitation
Project ▶	Youth Department programme and projects
Organisation and buying entity ▶	Council of Europe Directorate for Democracy, Youth Department
Type of contract ▶	Framework Agreement
Duration ▶	Until 31 December 2026
Expected starting date ▶	01 January 2025
Tender Notice Issuance date ▶	Click here to enter a date.
Deadline for tendering ▶	15 September 2024 23h59 CET

TABLE OF CONTENTS

This Tender File contains:

- **The TERMS OF REFERENCE**..... 3
The TERMS OF REFERENCE describe what will be expected from the selected Providers.
- **The TENDER RULES**..... 11
The TENDER RULES explain the procedure through which the tenders will be submitted by the tenderers and assessed by the Council of Europe.
- **The ACT OF ENGAGEMENT (See Document attached)** is the document formalising the consent of the Parties to be bound by the LEGAL CONDITIONS, which are the legal provisions which will be applicable between the Council of Europe and the selected Providers throughout the duration of the agreement.

HOW DOES A FRAMEWORK AGREEMENT WORK?

STAGE 1:

PRE-SELECTION of qualified Providers through a call for tenders and signature of a framework agreement with all the pre-selected Providers.

STAGE 2:

COMPETITIVE PROCEDURES (CALL-OFFS) are organised among the pre-selected Providers each time a need arises.

EXECUTION as from the date of signature of each Call-off, unless the Call-off concerned provides otherwise.

HOW TO SUBMIT A TENDER?

STEP 1: Read the **TENDER FILE**

STEP 2: Complete the **ACT OF ENGAGEMENT** and collect the required **SUPPORTING DOCUMENTS**, as listed in section F of the terms of reference (below).

STEP 3: Send your **TENDER**, in accordance with the Tender Rules (see below)

PART I –TERMS OF REFERENCE

CALL FOR TENDERS FOR THE PROVISION OF CONSULTANCY SERVICES - OTHER THAN EDUCATION, TRAINING AND FACILITATION

2024/AO/60

A. BACKGROUND

The Youth Department is part of the Directorate for Democracy within the Directorate General of Democracy and Human Dignity ("DGII") of the Council of Europe. The Department elaborates guidelines, programmes and legal instruments for the development of coherent and effective youth policies at local, national and European levels.

It provides funding and educational support for international youth activities aiming to promote youth citizenship, youth mobility and the values of human rights, democracy and cultural pluralism. It seeks to bring together and disseminate expertise and knowledge about the life situations, aspirations and ways of expression of young Europeans.

The activities of the Youth Department are funded through the ordinary, subsidiary, and extra budgetary resources (voluntary contributions and joint programmes), partial agreements and the European Youth Foundation, and are implemented in the European Youth Centres in Strasbourg and in Budapest, as well as in the Council of Europe member states.

The Department organises and/or supports educational activities, such as study sessions, training courses, educational seminars, consultative meetings and other international activities, undertakes the development of educational materials and publications with an educational profile, research about young people and their issues, grant-making to youth led non-governmental organisations, technical assistance to Member States in the development of youth policies, mainstreaming a youth perspective within national sectoral policies and across the Council of Europe itself, multi-lateral and bilateral cooperation projects, and a very broad range of other activities of a standard setting nature for the youth sector across the geography of the Cultural Convention.

The Council of Europe is looking for a maximum of 110 provider(s) (provided enough tenders meet the criteria indicated below) in order to support the implementation of the project with a particular expertise in non-formal learning, youth work and intercultural learning.

This Framework Agreement is currently estimated to cover up to 400 activities across the entire programme of the Youth Department, to be conducted until and including 31 December 2028. This estimate is for information only and shall not constitute any sort of contractual commitment on the part of the Council of Europe. The Agreement may potentially represent a higher or lower number of activities, depending on the evolving needs of the Organisation.

For information purposes only, the total budget of the project amounts to 37 Million Euros and the total amount of the object of present tender should in principle not exceed 1.2 Million Euros for the whole duration of the Framework Agreement. This information does not constitute any sort of contractual commitment or obligation on the part of the Council of Europe.

B. LOTS

The aspects of the Youth Department's work are outsourced to consultants because it does not always have the specific in-house expertise or capacity required. These activities have to be conducted by reliable consultants with the appropriate knowledge and skill sets.

The present tendering procedure aims to select Provider(s) to support the implementation of the Youth Department's programme and is divided into the following lots:

Lots	Maximum number of Providers to be selected
Lot 1: Reporting, studies, editing and documentalist services.	30
Lot 2: Youth research and research coordination services.	20
Lot 3: Team and individual coaching services.	10
Lot 4: Services related to youth policy and youth perspective development, technical assistance in mainstreaming youth.	20
Lot 5: Programmatic feasibility, assessment, and review services.	15
Lot 6: Consultancy and advisory services in the context of Council of Europe support to civil society.	15

Lot 1 concerns reporting, studies and documentalist services and includes conceptualising, drafting, editing, and / or quality controlling publishable materials in Council of Europe official languages (English or French) and / or other languages of Council of Europe member states.

Lot 2 concerns youth research and research coordination services and includes developing and implementing research projects, preparing research findings, organising meetings and seminars to discuss and enrich research and / or coordinating different kinds of research activities specifically in relation to young people, youth work, youth policy and non-formal education with young people.

Lot 3 concerns team and individual coaching services and includes preparing, implementing and evaluating coaching processes for staff or teams of the Youth Department and / or teams of youth centres holding the Quality Label for Youth Centres or other partners of strategic importance eligible to receive assistance through any of the Youth Department's support mechanisms.

Lot 4 concerns services related to youth policy and youth perspective development, technical assistance in mainstreaming youth and includes the development and implementation of projects to support other Council of Europe services and stakeholders of the youth sector (such as member state governments, local or regional authorities, etc.) to include a youth perspective in sectoral policies or to develop youth policies.

Lot 5 concerns programmatic feasibility, assessment and review services and includes feasibility studies, assessments and reviews in relation to the content of the Youth Programme of the Council of Europe and its standards.

Lot 6 concerns consultancy and advisory services in the context of the Council of Europe support to civil society.

The Council will select the abovementioned number of Providers per lot, provided enough tenderers meet the criteria indicated below. Tenderers are invited to indicate which lot(s) they are tendering for (see Section A of the Act of Engagement).

C. EXPECTED SERVICES

Throughout the duration of the Framework Agreement, pre-selected Providers may be asked to provide the following types of deliverables:

Lot 1:

- conceptualise different kinds of report or study for internal use and / or publication.
- draft complete publications or sections / chapters thereof for review by members of the secretariat or larger reference groups made up of members of the statutory bodies.
- facilitate discussions about authored materials to receive and integrate feedback and ensure validation.
- engage in consultation with stakeholders about the appropriateness of said materials and implement feedback, involving redrafting, additional research or consultation.
- edit and finalise materials for publication.
- proofread texts and publications for official publication by the Council of Europe, both in print and online.

Lot 2:

- conceptualise research projects for implementation by the consultant/s themselves or wider teams of consultants on youth sector themes.
- prepare research findings and / or present them in written form and / or orally.
- organise in-person / online meetings of researchers to discuss and improve research findings.
- coordinate research projects.
- finalise and edit research reports / other products of research in preparation of publication.

Lot 3:

- conceptualise and implement individual and / or team coaching projects for staff (team building, staff development, unit visioning, mission development, etc.).
- conceptualise and implement team coaching projects for educational staff of youth centres holding the Council of Europe Quality Label for Youth Centres (mission development, competence and team building, pedagogical support, building knowledge of Council of Europe standards/tools in the youth field, etc.).

Lot 4:

- develop youth policy and / or integrate a youth perspective in sectoral policy making at international and / or national level.
- advise on mainstreaming of youth policy standards (especially, those of the Council of Europe) in wider international, national or local policy contexts.
- plan and implement technical assistance to national governmental authorities on behalf of international organisations.
- support the implementation of a youth perspective in other sectors of the Council of Europe.

Lot 5:

- conceptualise and conduct assessments, reviews and feasibility studies on youth sector themes (see appended list) and in relation to youth sector policy documents.
- prepare and finalise documentation and reporting about findings of such.
- organise meetings to discuss said findings.
- advise youth department secretariat on improving success and impact of projects.
- conduct assessments and reviews of youth centres aspiring to acquire or holding the Council of Europe Quality Label for Youth Centres; participate in assessment visits as members of an international assessment team.

Lot 6

- prepare assessments of grant applications received by the European Youth Foundation or other divisions within the Youth Department.
- advise on project reports prepared by grantees of the European Youth Foundation.
- advise organisations preparing to apply for grants to the European Youth Foundation about the criteria for funding, process of grant-making of the European Youth Foundation and quality development for youth projects.
- advise teams of projects receiving a grant on the implementation of an action supported by the Council of Europe.
- research into developments in the field of grant-making relevant to the European Youth Foundation's mission and the work of other donor organisations in relation to supporting youth civil society.
- review and recommend improvements to the activities of the European Youth Foundation.
- develop reports and documentation in regard of the findings of the above activities.
- organise meetings in regard of the findings the above activities.

The above list is **not exhaustive**. The Council reserves the right to request deliverables not explicitly mentioned in the above list of expected services, but related to the field of expertise object of the present Framework Agreement.

D. FEES

Tenderers will be requested to tender, including with regard to fees, through subsequent competitive procedures (call-offs), which will be held after the signature of this agreement (see below Section D for more details about call-offs procedure).

E. HOW WILL THIS FRAMEWORK AGREEMENT WORK? (CALL-OFFS PROCEDURE)

Throughout the duration of this Framework Agreement, the pre-selected Providers will benefit from exclusivity, within the limits of the scope of this Agreement.

1. 1st stage: Selection and signature of the Framework Agreement

The Council of Europe will select a minimum of 3 (three) and maximum of 110 Providers, provided that there are sufficient tenderers satisfying the exclusion and eligibility criteria. In case the number of eligible tenderers exceeds the maximum number of Providers to be selected, the Council of Europe reserves the right to give preference to tenderers who score the highest on the basis of the award criteria (see Section E below).

A signed copy of the Act of Engagement will be returned to the pre-selected Providers. The Framework Agreement will subsequently be considered as concluded between the Council of Europe and these pre-selected Providers.

2. 2nd Stage: Award of subsequent call-offs

Once the Framework Agreement is signed, further competitive procedures will be launched to determine which of the pre-selected Providers will provide the services.

During the execution period of the Framework Agreement, tendering procedures, referred to as "call-offs", will be launched each time a new need for services arises. For these call-offs, only the pre-selected Providers will be invited to submit tenders.

For each call-off, the pre-selected Providers will be notified of the terms of reference, and, where relevant, additional tender rules and additional legal conditions applicable. Each notification will indicate the deadline for the submission of tenders, along with all supporting documents, taking into account the complexity of the call-off concerned. Call-off tenders received after the deadline shall not be considered.

For more information about the call-off procedure, see the applicable legal conditions (as reproduced in the Act of Engagement).

The Council reserves the right to contract with third parties if the offers presented by the pre-selected Providers do not satisfy the applicable professional standards, do not cover the entire scope of the Council of Europe's needs or if no suitable offer is presented.

The award criteria will be applied to each call-off in order to identify which offer provides the best value for money.

3. Award criteria and weighting for the subsequent call-offs

Specific award criteria and weighting for the subsequent call-offs will be defined for each of the call-offs.

The above criteria will be assessed on the basis of the documents identified/requested by the Council in each individual call-off according to the following breakdown.

- (80%) **Quality of the offer**
- (20%) **Financial offer**

F. ASSESSMENT (1ST STAGE OF THE FRAMEWORK AGREEMENT)

Exclusion criteria (by signing the Act of Engagement, you declare on your honour not being in any of the below situations)¹

Tenderers shall be excluded from participating in this tender procedure if they:

- have been sentenced by final judgment on one or more of the following charges: participation in a criminal organisation, corruption, fraud, money laundering, terrorist financing, terrorist offences or offences linked to terrorist activities, child labour or trafficking in human beings;
- are in a situation of bankruptcy, liquidation, termination of activity, insolvency or arrangement with creditors or any like situation arising from a procedure of the same kind, or are subject to a procedure of the same kind;
- have received a judgment with res judicata force, finding an offence that affects their professional integrity or serious professional misconduct;
- do not comply with their obligations as regards payment of social security contributions, taxes and dues, according to the statutory provisions of their country of incorporation, establishment or residence;
- are an entity created to circumvent tax, social or other legal obligations (empty shell company), have ever created or are in the process of creation of such an entity;
- have been involved in mismanagement of the Council of Europe funds or public funds;
- are or appear to be in a situation of conflict of interest;
- are retired Council of Europe staff members or are staff members having benefitted from an early departure scheme;
- are currently employed by the Council of Europe or were employed by the Council of Europe on the date of the launch of the procurement procedure;

¹ The Council of Europe reserves the right to ask tenderers, at a later stage, to supply the following supporting documents:

- An extract from the record of convictions or failing that an equivalent document issued by the competent judicial or administrative authority of the country of incorporation, indicating that the first three and sixth requirements listed above under "exclusion criteria" are met;
- A certificate issued by the competent authority of the country of incorporation indicating that the fourth requirement is met;
- For legal persons, an extract from the companies register or other official document proving ownership and control of the Tenderer;
- For natural persons (including owners and executive officers of legal persons), a scanned copy of a valid photographic proof of identity (e.g. passport).

- have not fulfilled, in the previous three years, their contractual obligations in the performance of a contract concluded with the Council of Europe leading to a total or partial refusal of payment and/or termination of the contract by the Council of Europe;
- are or if their owner(s) or executive officer(s), in the case of legal persons, are included in the lists of persons or entities subject to restrictive measures applied by the European Union (available at www.sanctionsmap.eu).

Eligibility criteria

Tenderers shall demonstrate that they fulfil the following criteria (to be assessed on the basis of all supporting documents listed in Section F):

- Ability to conduct activities in English autonomously at B2 level or higher (CEFR).
- University degree in social sciences or in studies relevant to the European youth sector.
- At least 5 years of experience developing programmatic and policy related projects in the context of the European youth sector.

Award criteria

If after the application of the eligibility criteria to the tenders received, there remain more Providers than the maximum number announced in this call, the Council of Europe shall proceed with a scoring of the eligible tenderers, on the basis of the following criteria:

- Criterion 1: Institutional awareness (20%), including:
 - Comprehensive understanding and expert knowledge of key themes Council of Europe values and policies, notably those of the youth sector, and ability to explain these to youth participants.
- Criterion 2: International youth sector experience (30%), including but not limited to:
 - Experience of developing youth policies (international, national, regional, local), including in the context of the Council of Europe youth statutory bodies; developing frameworks for youth participation and the development of a youth perspective in sectoral policies; technical assistance for youth mainstreaming on youth specific issues through projects of the Council of Europe, the EU, other international organisations, or governments; work with and / or for Youth Centres holding the Council of Europe Quality Label for Youth Centres; youth research through international research projects or think tanks.

In addition, the following award criteria apply for the respective Lots

For Lot 1 – Criterion: Experience in drafting, editing, quality controlling and / or proofreading publishable materials. (50%)

For Lot 2 – Criterion: Experience of conducting and coordinating youth research, including conducting research meetings. (50%)

For Lot 3 – Criterion: Experience in preparing, implementing and evaluating coaching processes for staff in international organisations. (50%)

For Lot 4 – Criterion: Experience of youth policy development and the integration of a youth perspective in other sectoral policies at international and / or national level, as well as mainstreaming international youth policy standards (especially, those of the Council of Europe) in wider international, national or local policies and planning and implementing technical assistance to national governmental authorities on behalf of international organisations. (50%)

For Lot 5 – Criterion: Experience in developing and implementing different kinds of youth programmatic assessments, reviews and feasibility studies for international youth sector stakeholders and / or national authorities responsible for youth in the context of technical assistance by international organisations. (50%)

For Lot 6 – Criterion: Experience in conducting assessment, providing expert advice, conducting research and / or evaluation in relation to grant-making and grant-allocation by the European Youth Foundation, other Council of Europe entities and other donor organisations. (50%)

Multiple tendering is not authorised.

G. DOCUMENTS TO BE PROVIDED

- **One** completed and signed copy of the Act of Engagement;²
- A list of all owners and executive officers, for legal persons only;
- CV (maximum 5 pages) in which the roles, tasks, length and breadth of provider's experience and expertise in the International Youth Sector and its main issues is comprehensively documented. For legal persons, the CVs of the persons proposed to be assigned to the contract The CV(s) should include:
 - description of programmatic and policy related projects on key youth sector themes conducted in the context of the international youth sector with details of when and where the projects took place and live links to any web content (e.g., resources developed, articles, blog pieces, (video) interviews, podcasts, social media posts/pieces, visual presentations, text of lectures).
- Maximum 500 words outlining the tenderer's thoughts on: *'The Council of Europe Youth Department and its contribution to the development of youth participation and a democratic political culture'*.
- Language school (examination) certificates or self-assessments according to the [CEFR](#).

In addition,

- For Lot 1: One sample of Tenderer's work in the area of publishable materials in the youth sector context, with an introduction to what the Tenderer's role / task was in its production and details of the project in which it was produced. Letter of reference (max. 2 pages) from the Tenderer's supervisor during the production of the sample, detailing the Tenderer's competence in the production of publishable materials.
- For Lot 2: One sample of youth research that the Tenderer has developed / conducted with an introduction to what the Tenderer's role / task was in its production and details of the project in which it was produced. If the Tenderer is working as a youth researcher in an academic institution, letter of reference (max. 2 pages) from the head of the Tenderer's department or a higher-level manager in the institution, detailing the Tenderer's research experience and competence.
- For Lot 3: Letter of reference (max. 2 pages) from an international organization for whose staff the Tenderer conducted coaching, preferably at managerial or executive level, describing in detail what the Tenderer did and attesting to the Tenderer's skills and effectiveness as a coach.
- For Lot 4:
 - Sample of a Terms of Reference for a youth policy or youth perspective development process the Tenderer prepared for an international organization or a governmental authority.
 - Links to samples of products of youth policy development (for example, youth policy document, youth strategy, recommendation, guide to using a recommendation, manual on youth policy) the Tenderer developed or were instrumental in developing.
- For Lot 5: Letter of reference (max. 2 pages) from the project manager of a programmatic assessments, review or feasibility study the Tenderer conducted for an international youth

² The Act of Engagement must be completed, signed and scanned in its entirety (i.e. including all the pages). The scanned Act of Engagement may be sent page by page (attached to a single email) or as a compiled document, although a compiled document would be preferred. For all scanned documents, .pdf files are preferred.

sector stakeholder or a national authority responsible for youth in the context of technical assistance, detailing what the Tenderer did and attesting to the Tenderer's competence for this kind of work.

- For Lot 6:
 - Documentation detailing the Tenderer's activity as an assessor of grant applications (e.g., contract outlining tasks and deliverables, examples of grant application assessments, letter of reference from the grants-manager for whom the Tenderer prepared assessments)
 - Samples of research or advisory content created for youth sector donors, Council of Europe entities or the European Youth Foundation.

All documents shall be submitted in English, failure to do so will result in the exclusion of the tender. If any of the documents listed above are missing, the Council of Europe reserves the right to reject the tender.

The Council reserves the right to reject a tender if the scanned documents are of such a quality that the documents cannot be read once printed.

* * *

PART II – TENDER RULES

CALL FOR TENDERS

FOR THE PROVISION OF CONSULTANCY SERVICES TO THE YOUTH DEPARTMENT OF THE COUNCIL OF EUROPE OTHER THAN EDUCATION, TRAINING AND FACILITATION

2024/AO/60

ARTICLE 1 – IDENTIFICATION OF THE CONTRACTING AUTHORITY

1.1 Name and address

COUNCIL OF EUROPE

Council of Europe, Avenue de l'Europe, F – 67075 Strasbourg Cedex

1.2 Background

The activities of the Organisation are governed by its Statute. These activities concern the promotion of human rights, democracy and the rule of law. The Organisation has its seat in Strasbourg and has set up external offices in about 20 member and non-member states (in Ankara, Baku, Belgrade, Brussels, Bucharest, Chisinau, Erevan, Geneva, Kyiv, Lisbon, Paris, Podgorica, Pristina, Rabat, Sarajevo, Skopje, Tbilisi, Tirana, Tunis, Warsaw, Venice and Vienna).

Council of Europe procurements are governed by the Financial Regulations of the Organisation and by Rule 1395 of 20 June 2019 on the procurement procedures of the Council of Europe.

The Organisation enjoys privileges and immunities provided for in the General Agreement on Privileges and Immunities of the Council of Europe, and its Protocols, and the Special Agreement relating to the Seat of the Council of Europe.³

Further details on the project are provided in the Terms of Reference.

ARTICLE 2 – VALIDITY OF THE TENDERS

Tenders are valid for 180 calendar days as from the closing date for their submission.

ARTICLE 3 – DURATION OF THE CONTRACT

The duration of the framework Agreement is set out in Article 2 of the Legal Conditions in the Act of Engagement.

ARTICLE 4 – CHANGE, ALTERATION AND MODIFICATION OF THE TENDER FILE

Any change in the format, or any alteration or modification of the original tender will cause the immediate rejection of the tender concerned.

ARTICLE 5 – CONTENT OF THE TENDER FILE

The tender file is composed of:

- Technical specifications/Terms of reference;

- Tender rules;
- An Act of Engagement, including the Legal Conditions of the contract.

ARTICLE 6 – LEGAL FORM OF TENDERERS

The tenderer must be either a natural person, a legal person or consortia of legal and/or natural persons.

ARTICLE 7 – SUPPLEMENTARY INFORMATION

General information can be found on the website of the Council of Europe: <http://www.coe.int>

Other questions regarding this specific tendering procedure shall be sent at the latest by **one week before the deadline for submissions of tenders**, in English, and shall be exclusively sent to the following address: youth_tenders@coe.int.

This address is to be used for questions only; for modalities of tendering, please refer to the below Article.

ARTICLE 8 – MODALITIES OF THE TENDERING

Tenders must be sent to the Council of Europe **electronically**.

Electronic copies shall be sent only to cdm@coe.int with reference no. **2024AO60** in the subject field. Tenders submitted to another e-mail account will be excluded from the procedure.

ARTICLE 9 – DEADLINE FOR SUBMISSION OF TENDERS

The deadline for the submission of tenders is 15 September 2024 by 23:59 CET.

ARTICLE 10 – ASSESSMENT OF TENDERS

Tenders shall be assessed in accordance with Rule 1395 of 20 June 2019 on the procurement procedures of the Council of Europe. Assessment shall be based upon the criteria as detailed in the Terms of Reference.

ARTICLE 11 – NEGOTIATIONS

The Council reserves the right to hold negotiations with the bidders in accordance with Article 20 of Rule 1395.

* * *

³ Available on the website of the Council of Europe Treaty Office: www.conventions.coe.int

FINAL CHECK LIST

1) BEFORE SENDING YOUR TENDER, CHECK THAT IT INCLUDES:

- **One** completed and signed copy of the Act of Engagement;⁴
- A list of all owners and executive officers, for legal persons only;
- CV (maximum 5 pages) in which the roles, tasks, length and breadth of provider's experience and expertise in the International Youth Sector and its main issues is comprehensively documented. For legal persons, the CVs of the persons proposed to be assigned to the contract The CV(s) should include:
 - description of programmatic and policy related projects on key youth sector themes conducted in the context of the international youth sector with details of when and where the projects took place and live links to any web content (e.g., resources developed, articles, blog pieces, (video) interviews, podcasts, social media posts/pieces, visual presentations, text of lectures).
- Maximum 500 words outlining the tenderer's thoughts on: *'The Council of Europe Youth Department and its contribution to the development of youth participation and a democratic political culture'*.
- Language school (examination) certificates or self-assessments according to the [CEFR](#).

In addition,

- For Lot 1: One sample of Tenderer's work in the area of publishable materials in the youth sector context, with an introduction to what the Tenderer's role / task was in its production and details of the project in which it was produced. Letter of reference (max. 2 pages) from the Tenderer's supervisor during the production of the sample, detailing the Tenderer's competence in the production of publishable materials.
- For Lot 2: One sample of youth research that the Tenderer has developed / conducted with an introduction to what the Tenderer's role / task was in its production and details of the project in which it was produced. If the Tenderer is working as a youth researcher in an academic institution, letter of reference (max. 2 pages) from the head of the Tenderer's department or a higher-level manager in the institution, detailing the Tenderer's research experience and competence.
- For Lot 3: Letter of reference (max. 2 pages) from an international organization for whose staff the Tenderer conducted coaching, preferably at managerial or executive level, describing in detail what the Tenderer did and attesting to the Tenderer's skills and effectiveness as a coach.
- For Lot 4:
 - Sample of a Terms of Reference for a youth policy or youth perspective development process the Tenderer prepared for an international organization or a governmental authority.
 - Links to samples of products of youth policy development (for example, youth policy document, youth strategy, recommendation, guide to using a recommendation, manual on youth policy) the Tenderer developed or were instrumental in developing.
- For Lot 5: Letter of reference (max. 2 pages) from the project manager of a programmatic assessments, review or feasibility study the Tenderer conducted for an international youth sector stakeholder or a national authority responsible for youth in the context of technical

⁴ The Act of Engagement must be completed, signed and scanned in its entirety (i.e. including all the pages). The scanned Act of Engagement may be sent page by page (attached to a single email) or as a compiled document, although a compiled document would be preferred. For all scanned documents, .pdf files are preferred.

assistance, detailing what the Tenderer did and attesting to the Tenderer's competence for this kind of work.

- For Lot 6:
 - Documentation detailing the Tenderer's activity as an assessor of grant applications (e.g., contract outlining tasks and deliverables, examples of grant application assessments, letter of reference from the grants-manager for whom the Tenderer prepared assessments)
 - Samples of research or advisory content created for youth sector donors, Council of Europe entities or the European Youth Foundation.

All documents shall be submitted in English, failure to do so will result in the exclusion of the tender. If any of the documents listed above are missing, the Council of Europe reserves the right to reject the tender.

The Council reserves the right to reject a tender if the scanned documents are of such a quality that the documents cannot be read once printed.

2) HOW TO SEND TENDERS?

Tenders must be sent to the Council of Europe **electronically**.

Electronic copies shall be sent only to cdm@coe.int with reference no. **2024AO60** in the subject field. Tenders submitted to another e-mail account will be excluded from the procedure.

The deadline for the submission of tenders is 15 September 2024 by 23:59 CET.