



World Customs Organization

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Call for tenders for the Human Resources System

Deadline for receipt of tenders: 17.06.2022, 23:59 CET

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1. Terms of Reference

1.1 Background

The World Customs Organization (WCO) is an independent intergovernmental body, established in 1952 as the Customs Co-operation Council (CCC), whose mission is to enhance the effectiveness and efficiency of Customs services across the globe. The WCO represents 184 Customs administrations that collectively process approximately 98% of world trade. As the global centre of Customs expertise, the WCO is the only international organization with competence in Customs matters.

As a forum for dialogue and exchange of experiences between national Customs delegates, the WCO offers its members a range of Conventions and other international instruments, as well as technical assistance and training services provided either directly by the Secretariat, or with its participation. The Secretariat also actively supports its members in their endeavours to modernize and build capacity within their national Customs administrations.

WCO currently relies on a human resource tool that was developed in-house. With the ongoing modernization in the organization and growth in staff, we are now looking to replace our current human resource tool and paper-based systems with a more adaptable and scalable solution with extensive reporting capabilities and strong data protection features.

1.2 Objectives of the assignment

The WCO is soliciting for proposals to supply a sophisticated integrated Human Resources (HR) system with web-based and mobile application features that supports organization-wide automation of processes and functionality, with enhanced user interface design for simplicity and ease of use. WCO expect that the offer should not exceed a maximum value of 150,000 Euros costs and is keen to receive proposals for solutions that are in line with its organizational size and available budget, whilst meeting the requirements and providing value for money.

1.3 Call for tenders Timetable

The estimated schedule for the call for tenders and contract approval is as follows.

Event	Dates
Launch of call for tenders	19 th May 2022
Deadline for Submission of tenders	17 th June 2022, 23:59 CET
Evaluation of Technical and Financial bids (including demonstrations for shortlisted bidders)	20 th June – 8 th July 2022
Signature of contract	25 th July 2022
Commencement of project	5 th September 2022

It is the Bidder's responsibility to ensure that their bid submissions reach the WCO before the bid closing time as no late submissions will be accepted.

1.4 Current Status of the Human Resource System.

The WCO Secretariat, based in Brussels, Belgium, consists of more than 241 staffers from around the world that oversee the WCO's day-to-day operations under the leadership of a Secretary General.

The existing HR system was developed in 2015 and is used to automate administrative tasks carried out by support staff relating to the personal information of WCO employees. The tool captures new personnel information and updates the organizational structure as well as generation of automated human resource reports. Furthermore, it is used to store data and information in a central database, and interface to other WCO IT systems.

Presently, WCO does not have an integrated HR system and maintains separate in-house payroll and leave management systems. As such, several of the organization's human resources processes are still paper-based including recruitment, onboarding, learning and development, and performance management, among others.

Further limitations include manual input of data into multiple systems which leads to duplication and the possibility of errors may arise.

Consequently, the new HR system should be intuitive to navigate, responsive and integrated with other applications including payroll and benefits/allowances where possible and have relevant historic data from the current HR system cleansed and effectively migrated.

1.5 Scope of services, tasks (components) and expected deliverables

The scope of work entails the following services described below:

- Identify the software product that has the best fit to our defined business requirements for a new human resource management information system accessed through quantitative features and function evaluation process.
- Identify the company which we feel will represent the best partner for our organization in implementing a new HR system.
- Utilize the core business processes inherent within the chosen software to provide the basis for changing our existing internal business processes.
- Purchase and implement new software, including re-engineering of the necessary business processes to be in line with the processes of the new system.
- Provide project implementation services including:
 - Implementation, configuration and customization of requisite modules and reports as well as the security settings as required
 - User Acceptance Testing (UAT)
 - Data cleansing, mapping and migration from current data formats to target system
 - Test & live implementation
 - Pre-Prod and Prod environment setup

- Launch and go live support.
- System and architecture documentation
- User manual documents
- Integration with existing systems as described in chapter 1.9.1
- End-user and Admin trainings & certification if required
- Administrators & super users

1.6 Summary of new HR System Requirements

Sourcing and installation of the following functionalities:

1. Organizational structure
2. Personnel management
3. Employee onboarding and offboarding
4. Recruitment management
5. Performance and talent management
6. Leave management
7. Learning and development
8. Employee and Manager Self Service
9. Reporting and analytics
10. Integration with Payroll and Allowances

1.7 Detailed description of the request

1.7.1 Organizational structure

Enable WCO to reflect the organizational structure including grades classifications and job families. Aid the ability to add and create additional plans and create better workflow management.

1.7.2 Personnel management

Personnel Administration handles the task of management of employees. Captures essential employee's structured data used in performing various administrative tasks.

1.7.3 Employee onboarding and offboarding

Describe the process of welcoming, orientating, inducting, and training all new employees over the first six months of employment and manage the employee offboarding process until exit.

1.7.4 Recruitment management

Capability to identify, attract, select, and hire talent with ability to report on progress of every stage of the recruitment effectively and efficiently. Data captured during recruitment should flow through to the onboarding and personnel management phases.

1.7.5 Performance and talent management

Allow managers and employees to set objectives and track performance of the employee ensuring that performance and goals are aligned to the overall WCO objectives.

1.7.6 Leave Management

Provide functionality to facilitate leave types and processes including annual, parental, sick, compassionate, training, and home leave, as well as facilitate teleworking/telecommuting through similar functionality.

1.7.7 Learning and development

Ability to track employee learning activities and make informed development decisions. Give employees and managers the ability to prescribe learning and manage certifications and compliance.

1.7.8 Employee and Manager self service

Allow employees and managers to enter, review and assign information, requests, and approvals, including personal information, benefits, and performance management, among others.

1.7.9 Reporting and analytics

Ability to generate reports, analytics as well as dashboards content that is intuitive and predictive to be used for decision making and changing employee dynamics.

1.7.10 Payroll and allowances

Allow for the integration of data to ensure the accurate computation of payroll information, including income, allowances, and deductions.

1.7.11 **Informational** : Payroll processing module

The integration of HR data on income, allowances, and deductions to a payroll system is a mandatory requirement, but the implementation of the payroll system itself is outside the scope of this tender. Where the HR system of the bidder includes a payroll system, the functional details (Annex IV document) and a financial estimate (Annex I) should be provided. These will not contribute to the technical evaluation of the HR system but will be reviewed for consideration of the overall value of the HR system of the bidder.

1.8 General functionality requirements

1.8.1 WCO HR Processes

The WCO has several HR processes specific to its status as an intergovernmental organization. As such the data stored, and processes applied to this data, will need capabilities beyond a standard HR implementation. These capabilities are anticipated to be provided within an HR system which allows to add the required data and process options by means of configuration. A sample of the existing processes is attached under Annex VI.

1.8.2 Configured data fields

Data fields added to the standard HR system during configuration will ideally have a range of functional options, for example, be linked to the view/editing rights of user roles; be grouped into sections that can repeat; appear on reports; trigger processes; create dependency within processes.

1.8.3 Configured processes

Non-standard processes are anticipated to be required, triggered by data fields whether standard or added during configuration, for example, triggered by changes in the values of data fields; triggered by formula relating to data fields; triggered by a step in some other process. As part of

configured processes, the system will ideally be able to send information emails using templates with placeholders for data, capture data for inclusion into data fields, implement decision processes such as approval; maintain lists for each user of open processes, and in general be able to automate what would otherwise require manual tracking.

1.8.4 Configured roles

The HR processes at the WCO are distributed over several persons, and it is desired that this is facilitated using roles within the HR system. For this, it will be required that new roles can be created by means of configuration, HR system users assigned to the role, and that the role can be configured at a fine level to give access to view/edit data and follow processes.

1.9 Interface functionality requirements

1.9.1 Other WCO IT Systems

The WCO has several IT systems which should be interfaced to the HR system, to automate data transfer and data re-use. For example, the Microsoft Azure Active Directory system should have user accounts created for when staff join and cancelled when staff leave; the Azure email system should have emails created. Interfaces to other systems blocking the Azure calendar during leave and providing data to HR data to legacy systems are also of significant interest to have automation driven integration of WCO IT systems.

1.10 Bidders Proposal

1.10.1 Process

This Tender will be evaluated using a two-stage process.

The first stage will comprise:

- (i) the Technical Evaluation which will be based on the Technical Proposal. This should include documents explaining the product and the proposal, and a completed “HR Functional Criteria” document (Annex IV) as well as “Non-functional HR requirements” document (Annex VII) (see supporting documents). See item 3.5 below.
- (ii) the Financial Evaluation which will be based on the Price Proposal (Annex I). See item 3.7 below.

The second stage will involve invitation for a demonstration and proof of concept (on-site in Brussels) to the best four (4) bidders among those who reach a minimal threshold of 135 points for the Technical evaluation and 65 points for the Financial evaluation. Please note that the WCO cannot reimburse the respondents for any costs relating to such meetings.

It is the Bidder’s responsibility to ensure that that they responded to both evaluation criteria. Failure to meet the evaluation criteria may result in the Bidder being disqualified from being appointed. Bidders must ensure that they have included all supporting documentation, especially the documentation that may be required to support the response to the evaluation criteria.

1.10.2 HR Functional Criteria Response document

The excel file “HR Functional Criteria Response” is a mandatory document to be returned in electronic format (virus scanned CD / USB etc in sealed bid envelope) as part of the Technical Proposal first part.

Guidelines for completing this document:

- **RFP Reference:** links the excel requirement to the descriptive paragraphs in this document
- **HR module & Requirement:** the requirement to be quantified
- **Importance:** how the requirement will be assessed
 - **Mandatory:** Functionality, or an effective workaround, is a necessity
 - **Significant:** Systems with this functionality, or an effective workaround, will be favoured
 - **Nice to have:** Functionality, or an effective workaround, is of interest for final system selection between otherwise equivalent systems
- **Availability:** the availability of the requirement in the system proposed by the bidder
 - **Out of the box:** Functionality is part of the standard system
 - **By Configuration:** System can be configured to provide the functionality using the standard options. No custom development / coding is required. This configuration could be by creating workflows / adding data fields etc, using the standard configuration options of the system.
 - **Customisation:** System needs development / custom coding to provide the functionality. The option should be chosen confirming to the number of days of customisation required.
 - **Not possible:** It is not considered that this functionality is available in the system proposed by the bidder
- **Basic Details:** Any notes useful to understand how the option works out of the box / after configuration / after customisation
- **Limitations / Workarounds:** Where the requirement is not expected to be fully met, details of the limitations, and any recommended workaround for the requirement.

1.10.3 HR Non-Functional Requirements

As indicated for in Annex VII, please provide details on the IT system’s specifications and requirements.

1.10.4 HR Example Data Field Requirements document

Annex V (HR Example Data Field Requirements) is the result of some recent business analysis on the current HR data / processes. This was undertaken to inform the WCO’s understanding of the range of requirements to be requested in this call for tender. This file is included to see the types of data and processes that the WCO will need to implement, whether out of the box, by configuration or with customization. The contents of the file are not exhaustive, and liable to change when the actual implementation occurs.

Tab colours are encoded as follows:

- **Green Tab:** Detailed analysis undertaken, this view might be almost complete
- **Blue Tab:** The basic analysis has been tidied, but not refined to be implementation ready
- **Red Tab:** This is the more basic data, not tidied beyond what was gathered

1.11 Product Software Pricing

This section of your response should define the price for your product. It should include the price to purchase the software as well as any costs associated with the installation of the software and training of both users and technical personnel in the use, operation, and maintenance of the proposed product(s). Software license costs should be provided in consideration of 400 employee profiles with estimated 15 to 25 system users.

Costs should be broken down into categories of one-off purchase costs, one off configuration costs, one off customization costs, recurring annual subscription/license costs, and recurring annual maintenance costs. This is such that the WCO can assess the financial implications given the uncertainty on volumes and optional functionality.

Also, the Bidder should include any costs associated with other products (integration tools, development tools, operating system software, database, add-ons etc.) that you believe are required to implement and efficiently operate the new business information system.

The warranty period associated with the software should also be defined within this section. Make sure to specify not only the duration of the warranty period but also the relationship between the warranty period and the onset of a maintenance and support agreement.

1.12 Project management

1.12.1 Project cycle

The WCO expects as one of the deliverables a written and regularly updated project plan. The activities to be provided by the Bidder's project manager shall include the following:

- Development of an overall implementation strategy
- Development of technical standards for modifications, security, conversion, and system administration for all modules
- Development of a comprehensive implementation plan, including the allocation of needed resources, risks, issues, constraints and assumptions
- Project timeline and scheduling
- Task management and tracking
- Project meetings and documentation

1.12.2 Mentoring technical staff

As part of the implementation process, we would like our technical personnel to become familiar with the application in the following areas:

- System and infrastructure administration especially in the initial stages of testing and implementation
 - Database and application administration, during the initial stages of implementation and subsequent performance tuning later in the implementation
 - Application configuration options, both of configuration during implementation, and where applicable options for future configuration by WCO technical staff
 - Application customization, where applicable
 - Release management support

1.12.3 Reporting requirements

During project phases, the selected providers will provide at least every 10 working days a report on the progress of the development of all the deliverables. The reporting, to be submitted electronically must outline:

- Progress on each deliverable
- Any issues, including delays, technical challenges, personnel changes, etc that require the attention of the WCO
- An updated work plan for the remainder of the assignment, highlighting any changes
- Independent quality assurance process put in place for each deliverable

A report on the status of an ongoing project containing the above-indicated elements shall be submitted upon request of the WCO.

1.12.4 Work Location

It is foreseen that the work will be done remotely using the means of communication available to the WCO (telephone, e-mail, videoconferencing), although certain face-to-face meetings might be desirable. We envisage that the presentations by the shortlisted bidders and subsequent kick-off meeting with the successful tenderer will be face-to-face.

1.12.5 Guarantee

The selected providers must warrant for a period of at least 1 (one) year following the final reception of the deliverables that each deliverable conforms in all material respects to the specifications that are set forth in the concerned statement of work. The selected providers must guarantee to correct, promptly and free of charge, for at least 1 (one) year, all problems (bugs / errors in configuration) making it impossible to use all, or some, of the functionality.

1.12.6 Experience of the tenderer

The tenderer should have experience of working on similar projects in the past three (3) years, in particular of working in the area of international trade/economics, international organizations/NGOs.

The tenderer should have specific experience in operation in IT sector (HR software or HR implementation, Support Services business) for a minimum of five (5) years.

The tenderer should demonstrate its capacity to mobilize teams on an ad-hoc basis and deliver the products ordered in a timely manner.

1.13 Team composition and qualification requirements for key experts

The tenderer must demonstrate that an appropriate multi-disciplinary team is in place to deliver on the above noted terms of reference.

The tenderer should propose an account/project manager in charge of the relations with the WCO for the duration of the contract. This person should be backed up by a second dedicated member of staff. This person shall not be replaced without the WCO's prior written agreement. Should this person no longer work for the selected provider during the duration of the contract, the selected provider should ensure that all necessary steps in terms of knowledge transmission and smooth transition are taken.

The tenderer should propose lead HR and Talent functional specialist for the duration of the contract. This person should be backed up by a second dedicated member of staff. This person shall not be replaced without the WCO's prior written agreement. Should this person no longer work for the selected provider during the duration of the contract, the selected provider should ensure that all necessary steps in terms of knowledge transmission and smooth transition are taken.

The minimum requirements in terms of competence for the account/project manager and the lead instructional designer and their backups are stated below.

WCO will assign an internal project manager who will be responsible for the overall project management of this process. The WCO designated individual, in consultation with the selected bidder Project Manager(s) will provide the oversight to ensure the successful implementation of the system. This will include the necessary scheduling of WCO resources to ensure their availability at the appropriate time throughout the duration of the project.

1.13.1 Project Manager and backup

Function:

In charge of the overall management of the contract and main contact person (plus back-up staff if required) and is responsible for:

- Managing and successfully delivering the HR implementation, and ensuring that the scope, resources and budget constraints are balanced.
- Handling all communication with the contracting authority managing and coordinating the delivery of all services required by the contracting authority to the contractual standards.
- Ensuring that the provider's staff apply the same methodology and quality standards in all procedures.
- Assessing risk and ensuring quality control for all activities carried out by the providers.

Competence:

- Extensive experience in building strong client relationships and following-up on client requests in a timely matter of similar types of projects in the past five (5) years.
- 5+ years' experience in IT project Management.
- At least three (3) full successful HR implementations as Lead Project Manager with integrated HR business processes/modules.

- University qualification (Master) in a relevant field.
- PMP or PRINCE2 Practitioner certified or its equivalent.

1.13.2 *Functional Specialist*

- 5+ years' experience, engaged in at least 3 full successful implementations as Lead Functional Specialist in HR business processes/modules in last 10 years

1.14 Financial Offer

The prices should be indicated and detailed following the format provided in Annex I “Template for Financial Offers”. The WCO will not consider a financial offer provided in another format. All costs and possible rebates should be taken into accounts in the prices mentioned in the provided format.

2. Procedures for Answering the Call for Tender and Content of the Tender

2.1 PREPARATION OF THE TENDER

The tender shall comprise two (2) separate parts: one part meeting the technical criteria, and the other indicating the price of the service requested. The part concerning the price should be provided in a **separate envelope**.

The tender submitted by the tenderer should comprise all the information requested in the Annex I (Financial offer), Annex IV (Technical offer) and Annex VII (Non-functional HR Requirements) hereto as well as the information and documents requested hereunder.

Tenders must be made without reservation. In fact, reservation clauses constitute a lack of undertaking. However, a tenderer may note in its tender that certain aspects require elucidation. It is legitimate for a tenderer to point these out, and equally legitimate for the WCO to take account of them, provided that these corrections do not substantially affect the terms of the tendering process or the purpose of the contract.

Tenders must be compliant, in all respects, with the purpose of the call for tender.

Tenders which are not compliant with the purpose of the call for tender shall be set aside.

Documentation required for the tender

All tender proposals must be accompanied by the following documents:

- a) Administrative documents:
 - A sheet describing the tenderer's professional activities.
 - VAT No. or VAT exemption certificate.
 - A document attesting to the tenderer's legal status.

- A document listing the names and status of the individuals who make up the tenderer's governing bodies, together with an organization chart of the company.
 - Documentary evidence of the tenderer's financial situation (balance sheet, profit and loss account).
 - A declaration on honour vouching that the tenderer is not in one of the situations described in part 3.1 related to Exclusion criteria and Ethics clauses below.
- b) Information document on the tenderer's expertise:
- A description of its resources (qualified staff and equipment).
 - CV of the leading project manager(s) and instructional designer(s).
 - A description of the governing structure.
 - Specification whether the tenderer has obtained quality norms or certificates such as EN 15038, ISO 17100, ASTM F2575-06, any similar types of norms or certificates or if the tenderer has taken any steps to achieve these norms or certificates.
 - A description and evidence of the tenderer's experience of working on similar projects in the past three (3) years, particularly specifying the experience of working in the area of international trade/economics, international organizations/NGOs.
 - References from companies or international organizations for which the tenderer has already worked.

Further information related to the Selection criteria of the tenderer is outlined in part 3.3.

2.2 COSTS OF TENDER RESPONSE

The tenderer shall bear all costs associated with the preparation and submission of the tender response. Under no circumstances shall the WCO be responsible or liable to the tenderer, regardless of the outcome of the call for tender.

2.3 PERIOD OF VALIDITY OF THE TENDER

All tender responses made by the tenderer shall remain valid for ninety (90) days after the deadline for receipt of tenders.

Any tender response with a period of validity of less than ninety (90) days shall automatically be rejected.

2.4 FORMALITIES AND SIGNING OF TENDERS

The tender should be sent to:

WCO-OMD
WCO CALL FOR TENDER – HR System
For the attention of Procurement Service
Rue du Marché, 30
B-1210 – Brussels
Belgium

The tenderer shall provide one copy of the tender response, clearly marking it:

“Original tender response”

The tender shall be typed and signed by the tenderer or any other person authorized to bind the tenderer.

The tender shall contain no erasures, overwriting or correction, as these shall entail rejection of the tender.

The tender may be submitted solely by post or delivered by hand to the WCO reception.

2.5 DATE OF SUBMISSION OF TENDERS

The WCO Procurement Service may, at its own discretion, extend the deadline for submission of tender responses. Tenderers contacted by the Service shall be notified directly, in writing, of this extension.

2.6 PRICES QUOTED IN TENDERS

The financial proposal must be duly dated and signed by a duly authorized representative of the tenderer. The financial proposal shall be based on the template in Annex I.

The tenderer must complete the “Financial offer” table as outlined in Annex I. Prices must be quoted in euro. For tenderers from countries which do not form part of the eurozone, the amount of the tender cannot be revised as a result of exchange rate fluctuations. The choice of exchange rate falls to the tenderer, who bears the risks and reaps the benefits associated with these fluctuations.

For intra-Community transactions (EU) as well as domestic transactions (Belgium), the supply of services to the WCO is VAT-exempted.¹

2.7 LANGUAGE

All responses to this call for tender must be written in either English or French (the WCO’s two official languages).

2.8 REQUESTS FOR INFORMATION OR CLARIFICATION OF THE CALL FOR TENDER

¹ Please see article 1.4 of the ‘Standard Terms and Conditions for the Provision of Goods and/or Services to the WCO, as annexed hereto (Annex III).

A tenderer requiring additional information on the call for tender may submit a request in writing to the WCO Procurement Service mentioned under Section 1.5 hereto.
procurement@wcoomd.org

The WCO Procurement Service shall respond in writing to any request it receives no later than 5 days prior to the deadline for submission of tenders. Copies of the replies shall be sent to all the candidates having received the call for tender.

These questions and answers shall also be posted on the WCO website, in the Calls for Tender section, in an FAQ (frequently asked questions) sub-chapter under the name of the call for tender concerned.

2.9 MODIFICATION AND WITHDRAWAL OF THE CALL FOR TENDER

At its sole discretion and without any requirement for justification, the WCO may amend the call for tender prior to the deadline for submission of tenders.

All the potential tenderers to which the WCO has directly sent the call for tender shall receive written notification of the changes.

To enable the tenderers to take account of these changes in their response, the Procurement Service may, upon its own initiative, extend the deadline for submission of tenders.

The WCO retains the right to withdraw this call for tender without any requirement for justification. No claims for damages of any kind whatsoever may be made to the WCO following the withdrawal.

2.10 MODIFICATION AND WITHDRAWAL OF THE TENDER

The tenderer may withdraw its tender by sending written notice of withdrawal to the WCO Procurement Service prior to the deadline for receipt of tenders as indicated in the call for tender.

The withdrawal notice must be sent by registered mail with acknowledgement of receipt.

No tender may be modified subsequent to the deadline for submission indicated in the call for tender.

No tender may be withdrawn in the interval between the deadline for submission of tenders and the period of validity of the tender.

2.11 SUBCONTRACTING

Subcontracting is permitted subject to the following conditions:

- The selected service providers are fully responsible for the performance of any subcontractors.
- The management of the project and the pedagogical engineering phase cannot be subcontracted.
- Tenderers must indicate in their tenders the amount of the contract (if any) that they intend to subcontract to third parties, as well as the identity and availability of the potential subcontractor(s).
- The service providers must not subcontract to third parties not identified in the tender as potential subcontractors without prior written authorization from the WCO.
- The service providers shall not cause the contract to be performed in fact by third parties.
- Even where the WCO authorizes the service providers to subcontract to third parties, the service providers shall nonetheless remain bound by its obligations to the WCO under the contract.
- The service providers shall ensure that the subcontract does not affect rights and guarantees to which the WCO is entitled by virtue of the contract.

Where subcontracting is envisaged, evidence of the potential subcontractors' ability to perform the tasks entrusted to them shall be included in the tender. Such evidence is the same as that also required from the service providers, as indicated below.

Tenderers should note that the WCO shall consider intended subcontracting as an indication that the potential service providers are not having the requisite resources to complete the tasks under the contract. Therefore, this point shall be taken into account in the assessment of the "project management" award criterion.

3. Assessment and Award of Contract

3.1 EXCLUSION CRITERIA

Applicants or tenderers shall be excluded from a contract if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;
- e) they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization or any other illegal activity detrimental to the WCO's financial interests.

Tenderers must declare on their honour that they are not in one of the situations referred to above.

3.2 ETHICS CLAUSES

Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the Advisory Committee on Contracts (ACC) or any WCO staff member during the process of examining, clarifying, evaluating and comparing tenders and applications will lead to the rejection of its submission or tender.

Thus, any direct or indirect contact with a WCO staff member other than the person named in this call for tender may, at the WCO's sole discretion, result in the rejection of the tender without any compensation or formality.

When putting forward a tender, the tenderer shall declare that it is affected by no potential conflict of interest and has no equivalent relation in that respect with other tenderers or parties involved in the missions likely to be outsourced to it in its capacity as the selected tenderer. Should such a situation arise during execution of the contract, the service providers must immediately inform the WCO.

Tenderers shall respect core labour standards as defined in the relevant International Labour Organization (ILO) conventions (such as the Conventions on freedom of association and collective bargaining, abolition of forced and compulsory labour, abolition of discrimination in the workplace, and abolition of child labour).

The tenderer shall refrain from any relationship likely to compromise its independence or that of its staff. If the service providers ceases to be independent, the WCO may, regardless of injury, terminate the contract without further notice and without the service providers having any claim to compensation.

The WCO reserves the right to suspend or cancel the call for tender or the contract awarded if corrupt practices of any kind are discovered at any stage of the award process.

3.3 SELECTION CRITERIA

Only those tenders fulfilling all the selection criteria shall be assessed against the award criteria.

The selection criteria are:

- Submission of documents listed (see part 2.1);
- Submission of information related to the tenderers expertise and the experience of each of the involved staff members (see parts 2.1 and 3.4);
- Provision of a proposal that meets the requirements set out in the specifications and testifies to the tenderer's ability to provide the services requested, (see parts 2.1 and 3.4)
- Submission of a financial proposal (see Annex I)

3.4 AWARD CRITERIA

Further to the price quoted for the performance of the contract, the following award criteria shall be applied, and should be taken into account in the preparation of the technical proposal corresponding to the specific qualifications outlined in part 1.

Award criterion 1 – Technical response

This criterion serves to assess the tenderers ability in understanding the WCO needs and in delivering the deliverables listed, according to the requirements specified in the call for tender. It also serves to assess the extent to which the tender meets the conditions outlined in the call for tender related to standards to be followed. The following information will need to be provided by the tenderer to assess this criterion:

- Descriptive outline of the proposed system, including how it will address the WCO requirements, configuration options and usage, customisations needed, security approach. This document should comprehensively explain the bidder's proposal.
- Completion of the excel of HR Functional Criteria Response.
- Completion of the non-functional HR functional requirements (to be provided in electronic format). This is so the WCO can evaluate specific requirements.

Award criterion 2 – Experience undertaking similar projects

This criterion serves to assess the tenderer’s experience and past performance. Provide descriptions and demonstrable evidence of HR engagements that your company is currently undertaking or has undertaken, including:

- A minimum of three (3) case studies of similar or comparative engagements;
- Engagements with non-profit clients or engagements with Government or other Public Sector organizations;

Award criterion 3 – Experience of the proposed team

This criterion serves to assess the experience of the proposed Account/Project Manager and functional team in terms of University qualification, professional experience of leading similar projects in the past including client experience and experience in oversight and quality control of similar projects. The following information will need to be provided by the tenderer in order to assess this criterion:

- CVs of the Account/Project manager and its backup including information on university qualification, professional experience of working on similar projects in the past three (3) years, list of previous clients and experience in oversight and quality control of such projects.
- Availability of adequate and skilled (education and work experience) team members for carrying out the assignment.
- A description of the composition of the team, responsibility of each team member, how the deliverables will be produced and delivered and the expected delivery time.

Award criterion 4 – Project management tools and methodologies

This criterion serves to assess the project management process and methodologies proposed by the tenderer and their adequacy with the WCO requirements set out.

- WCO expects bidders to articulate the proposed project plan, schedule, project methodology and responsibility matrix, among others that your company will utilize to ensure success and good outcomes for our stakeholders.

3.5 POINTS

A scoring system to evaluate the award criteria relating to the technical merits of the tender shall be applied. Points will be applied as follows:

Tender Award Criteria	Maximum Points	Minimum Passing Score
Award criterion 1	100	75
Award criterion 2	50	30
Award criterion 3	25	15
Award criterion 4	25	15
TOTAL	200	135

Technical sufficiency levels: to be selected, companies shall have an overall score of 135 points or more.

3.6 PROJECT PROPOSAL

The offer provided by the tenderer will be examined from a technical perspective. Tenderers are requested to provide the information as requested in this call for tender and according to instructions and templates provided. The WCO will assess the offer from a technical perspective and will make sure that all requirements have been met.

The WCO reserves the right to reject an offer in case some requirements are missing or should if it estimates that too many requirements are not fully met.

3.7 FINANCIAL PROPOSAL

The WCO Advisory Committee on Contracts shall then proceed with the financial classification of the tenders retained.

100 points in the evaluation of financial proposals will be awarded to the lowest priced tender and points will be awarded to the other tenders in direct proportion to their relationship with the lowest priced tender.

The WCO will award contracts to the tenders offering the best value for money using a 60%/40% technical/financial point allocation. The technical bid will be assigned a technical score out of a maximum of 60 marks. The financial bid will be assigned a financial score out of a maximum 40 marks.

Only the best four (4) bidders who get a technical score of 135 points or more and a financial score of 65 points or more overall will qualify for the demonstration and proof of concept evaluation stage. Failing to secure minimum marks shall lead to rejection of the bid.

The price quoted must be a firm, non-revisable price and must be denominated in euro, as per Annex I. Prices quoted must include all government taxes, customs duties and levies, unless the service provider is established and registered in Belgium or the European Union, in which case price would be exclusive of VAT.²

3.8 PRODUCT DEMONSTRATION (PROOF OF CONCEPT)

The product Demonstration (Proof of Concept) will entail a live demonstration of the their HR System solution to the committee, project team members, technical staff and selected business users. Bidders should plan to bring their own computers to the demonstration. Network connectivity will be provided by WCO, if required.

² Please see article 1.4 of the 'Standard Terms and Conditions for the Provision of Goods and/or Services to the WCO, as annexed hereto (Annex III).

A qualitative score of 100 points in the evaluation of Product demonstrations will be awarded to the best tender and points will be awarded to the other tenders in direct proportion to their relationship with the lowest priced tender.

3.9 AWARD OF THE CONTRACT

The contract shall be awarded to the tenderer offering the best value for money.

The WCO reserves the right not to select any tender if the amounts tendered exceed the budget envisaged for this project. Where applicable, the WCO may ask the tenderer to provide clarification about a tender. This request, as well as the response, shall be in writing. The WCO reserves the right to ask an applicant for an additional interview/demonstration; in particular where it is difficult to judge which of several firms represents the best value for money. The cost of the interview/demonstration shall be borne by the tenderer. The WCO reserves the right to ask tenderers for their best and final offer before awarding the contract. Each tenderer shall be informed about the decision by the Advisory Committee on Contracts.

3.10 NO OBLIGATION TO AWARD A CONTRACT

In no way whatsoever does the call for tender procedure entail any obligation on the WCO's part to award one or more contracts. Up until the signature of the contract the WCO may decide not to perform the contract or may cancel the call for tender procedure, without the tenderers' being able to claim compensation of any kind.

The WCO is not liable for any compensation with respect to tenderers' whose tenders have not been accepted. Nor shall it be liable should it decide not to award the contract.

In any event, the WCO retains the right to withdraw the call for tender or to reject all the tenders before a contract has been awarded and signed, without having to provide any justification or having to compensate the tenderers for any damage whatsoever.

The WCO reserves the right to contract in full or partly the services described in this call for tender without having to provide any justification or having to compensate the tenderers for any damage whatsoever.

3.11 SPECIAL PROVISIONS

Nothing in this call for tender and the annexes thereto, including in particular any references to Belgian legislation, shall be construed as a waiver by the WCO of its privileges or of those of its officials.

Given that the WCO is an intergovernmental organization, it is expressly agreed that the rights and obligations of the Parties shall be governed by the call for tender or, subsidiarily, by the provisions of Belgian law. It is expressly stated that the constituent parts of the call for tender shall take precedence over the legislative and regulatory provisions referred to therein.

3.12 REQUEST FOR INFORMATION – COMPLAINTS

Unsuccessful tenderers may seek clarification, from the official responsible for purchases, of the reasons why they were not awarded the contract.

Requests for information or complaints must be lodged according to Annex 6, point 7 of the WCO Financial Rules as (see Annex II hereto).

3.13 ACCEPTANCE OF THE CONDITIONS OF THE CALL FOR TENDER AND PROVISIONS APPLICABLE TO THE AGREEMENT

The tenderers acknowledge that providing a proposal implies full acceptance of (i) the conditions set out in this call for tender and (ii) the essential and non-negotiable terms and conditions of the WCO which will be applicable to the agreement that will be negotiated following the award of the contract (as annexed hereto in Annex III “Standard Terms and Conditions for the Provision of Goods and/or Services to the WCO”).

ANNEXES

Annex I: Template for Financial Offers

Annex II: WCO Financial Rules (Annex 6 – Procedure and principles for the acquisition of goods and services)

Annex III: Standard Terms and Conditions for the Provision of Goods and/or Services to the WCO

Annex IV: HR Functional Criteria Response

Annex V: HR Example Data Field Requirements

Annex VI: WCO HR Processes

Annex VII: HR Non-Functional Requirements