



INVITATION FOR PANEL MEMBERSHP

The Application Form for Panel Membership has been designed to be completed once per Applicant regardless of the number of Lots applied for. Please complete all relevant sections once, but repeat Section 3 for every Lot Applied for, and submit the completed Application form once.

Title	Establishment of a Panel for the provision of courses of education and training in the following Lots:	
	Lot 1	Advisory and Consultation Skills
	Lot 2	Business Development, Strategy and Innovation
	Lot 3	Coaching, Mentoring and Facilitation Skills
	Lot 4	Communication and Inter-personal Skills
	Lot 5	Leadership, Management, Talent and Team Development
	Lot 6	Operations, ESG and Digital
Enterprise Ireland Contract Reference	2024/014	
eTenders Resource ID/	4816241	
Issue Date	10 th December 2024	
Closing Date for Queries	7 th January @12 noon Irish time Via the messaging portal on eTenders on www.etenders.gov.ie	
Initial Closing Date / Time For receipt of Applications	17 th January 2025 @ 12 noon Irish time	
Please note that information relating to this Tender Document, including clarifications and changes, will be published on the Irish Government Procurement Opportunities Portal (www.etenders.gov.ie). Registration is free of charge and there is no charge for documents. Please note that The Contracting Authority cannot accept responsibility for information relayed (or not relayed) via third parties.		
Note: The Questionnaire is available as a separate word document for completion by interested parties. The response must be submitted as a Zip file in order to protect the integrity of file names on the eTenders system.		

Procedure	The establishment of a Panel under Competitive Procedure with Negotiation using the Dynamic Purchasing System tool on the eTender platform. Applicants should note that this Competition is being run under Regulation 74 of the European Union (Award of Public Authority Contracts) Regulations 2016 (the “Regulations”), and accordingly is subject only to limited aspects of the Regulations. (Title III Services).
Stage in Procedure	This is the pre-qualification stage for inclusion on the panel.
Duration	The panel will be established for four (4) years with the option for additional annual advertising to recruit certain skills if required. Applications can be received at any time over the life of the Panels, any party who fails to qualify may re-apply at any time through eTenders using the same competition page and application process.

TABLE OF CONTENTS

TABLE OF CONTENTS	3
Disclaimer	6
1. About Enterprise Ireland	7
2. Small and Medium Enterprise Participation	7
2. Selection Criteria for Qualifying for Panel Membership	8
3. Scope of Requirements.....	11
3.1 Description of Lots	11
3.2 Requirements for all Lot Course.....	12
3.2.1 Course Formats, Current and Future Needs	12
3.2.2 Key Skills	13
Programme Co-ordinator	13
Course Facilitators	13
Technical support:.....	14
Administrative Support:	14
Health & Safety Officer:.....	14
3.2.3 Course Delivery Methodology	14
3.2.4 Course Content	14
3.2.5 Administrative Requirements/ LMS.....	15
3.2.6 Account Management.....	15
3.2.7 Training Courses /Times/Format.....	16
3.2.8 Venues, Refreshments and Training Equipment and Materials.....	16
3.2.9 Health & Safety Requirements.....	16
3.2.10 Branding Requirements	17
3.2.11 Delivery Locations	17

3.2.12 Invoicing	17
3.2.13 Review of Supplier Performance.....	17
3.2.14 Other Requirements	18
3.3 Data Protection	18
3.4 Reliance on the Capacity of other Entities.....	18
4. Rules relating to Selection Criteria	20
4.1 Applying for Multiple Lots and Multiple Courses within Lots	20
4.2 Minimum Turnover requirements:	20
4.3 Access to Minimum Personnel and Skills.....	20
4 Duration of the Panel	22
5 Estimated Value of the Panel	22
6 Admission to the Panel	22
7 Awarding Contracts under the Panel.....	24
13.1 Right to Negotiate.....	25
13.2 Right to use Different Types of Contracts and Contracting Models	25
13.3 Right to Contract outside of the Panel	25
7. INSTRUCTIONS TO Applications	25
(a) Submission of Application.....	25
(b) Queries.....	26
(c) Query Process for Panel and Contract Terms and Conditions	26
(d) Sufficiency & Accuracy	27
(e) Published Documents - Ambiguity, Discrepancy, Error, Omission	27
(f) Extension of Submission Deadline.....	27
(g) Modifications to Applicants prior to the Closing Date for Receipt of Applications	27

(h)	European Single Procurement Document (ESPD).....	27
(i)	Cost of Preparation of Application.....	28
(j)	Confidentiality	28
(k)	Conflict of Interest.....	28
(l)	Freedom of Information Acts.....	28
(m)	Data Protection Legislation	29
(n)	Tax Clearance Certificate	29
(o)	Irish Legislation and Law	29
(p)	Clarifications of Applications	30
(q)	Change in the Composition of an Application.....	30
(r)	Interference and Inducement to Purchase	30
(s)	Notification of Tender Evaluations	30
(t)	Policy on Personal Debriefings	30
(u)	Replacement Personnel	30
(v)	Copyright.....	30
(w)	Brand Names, etc.....	31
	APPENDIX 1 – ‘DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES’	32
	APPENDIX 2 – ENTERPRISE IRELAND TERMS AND CONDITIONS FOR CALL OFF PANEL CONTRACTS.....	33
	APPENDIX 3 – DATA PROCESSING AGREEMENT.....	34
	Appendix 4 – APPLICATION FORM FOR PANEL MEMBERSHIP.....	35
	Section 1: ALL LOTS - PASS/FAIL CRITERIA.....	36
	Section 2: ALL LOTS AND SPECIFIC COURSES APPLIED FOR WITHIN LOTS - PASS/FAIL CRITERIA [to be completed once].....	52
	Section 3: PER LOT AND COURSES APPLIED FOR - PASS/FAIL CRITERIA [TO BE COMPLETED PER LOT APPLIED FOR]	56

Disclaimer

This document issued herewith ("the Document") is for information only and does not constitute, and shall not be interpreted as, an offer for sale, prospectus, or the basis of a contract.

Applicants are recommended to read the documents thoroughly. While all reasonable steps have been taken to ensure that the information set out in the Document is accurate and up to date, no representation or warranty, express or implied, is or will be made or given in relation to the accuracy or the completeness of any information contained in the Document or otherwise provided by or on behalf of Enterprise Ireland (in writing or otherwise) to any interested party or its advisers. No responsibility or liability for any loss or damage arising as a result of reliance on these documents, or for the information contained in these documents or for any omission is or will be accepted by Enterprise Ireland or by any of its officers, employees, agents, or professional advisers. No officer, employee, agent, or professional adviser of the company has any authority to give or make any representation or warranty, express or implied, in relation to such information. Enterprise Ireland's officers, employees, agents, and professional advisers expressly disclaim any and all liability arising out of such documentation or information and any errors or omissions in or from the documents and information.

Enterprise Ireland reserves the right to discontinue the procurement process at any time.

1. About Enterprise Ireland

Enterprise Ireland (the 'Contracting Authority') is the government organisation responsible for the development and growth of Irish enterprises in world markets. We work in partnership with Irish enterprises to help them start, grow, innovate, and win export sales on global markets. In this way, we support sustainable economic growth, regional development, and secure employment.

Further details on the organisation and its services are available at www.enterprise-ireland.com.

2. Small and Medium Enterprise Participation

It is the policy of the Contracting Authority to promote participation by Small and Medium Enterprises (SMEs) on a fair and equal basis.

SMEs are encouraged to explore the possibilities of forming relationships with other SMEs or with larger enterprises to meet the financial, economic or technical capacity requirements of the competition, if required.

Applicants may include individuals, partnerships, limited companies, groupings or any combination of the foregoing with or without legal personality. However, a grouping if successful will be required to establish legal personality to enter the Panel agreement / contract. The Panel Agreement will be issued to applicants prior to appointment.

Applicants are reminded that they may rely on the resources of other entities to establish the requirements on condition that they can prove to the satisfaction of the Contracting Authority that they will have these resources at their disposal when necessary.

If the application is from a consortium / joint venture, applicants must ensure that all the relevant information is provided and where necessary, provide the information requested separately for each party. Relevant information relates to where an applicant is relying on the resources to qualify (e.g., turnover, personnel, previous experience) and or to deliver contracts. The consortium must appoint a single point of contact who will assume overall responsibility for delivery, and who is authorised to sign the Panel agreement / contract on behalf of all consortia members. The Contracting Authority will not act as an arbitrator between members of consortia.

2. Selection Criteria for Qualifying for Panel Membership

The table below summaries the requirements for information for those interested in applying for membership of the panel and how it will be assessed. **To apply, you are required to complete the Appendix A Application Form which is available as a separate Word File.**

Ref	Pass/Fail Criteria	Pass Requirement (Must be met as a Minimum)
A1	Lots Applied for	Applicant must indicate which Panel lots they are applying for and must note the requirements for applying for multiple Lots in Section 5.
A2	Applicant Summary	Applicants must complete this section. If the Applicant is a grouping, then a separate questionnaire must be completed for each group member.
A3	Tax Compliance	Applicants must provide information regarding their tax compliance. Please note rules on tax compliance. Applications must complete the self-declaration.
A4	Financial Standing	Confirmation of financial standing ensuring the applicant party has the financial capacity to pay its debts identified on the current statement of assets and liabilities as being the debts as they fall due. Applications must complete the self-declaration. Evidence will be required prior to confirmation as a member of the panel. Turnover will be verified where parties are successful in admission to more than one lot.
A5	Insurance	Applicants must provide information regarding the insurances in place and are asked to note that the levels required must be in place for the firm(s) being awarded this contract. Applications must complete the self-declaration (A3-A5)

A6	Declaration of Bona Fides	Applicants must complete, sign and date this Declaration. Non-compliant Applicants under any of the headings will be automatically disqualified.
A7	Quality Assurance	Minimum requirement to remain eligible in the competition: Applicants should provide a summary of how you ensure a quality service and a sample of the quality of course materials used by the applicant. Your answer should demonstrate the degree to which an approach to quality assurance is effectively embedded within your organisation. Please also include reference to any third-party accreditation in place or relevant industry awards received. Note: This question should be answered whether in-house and/or 3rd party certified systems are in place and is limited to 2 A4 pages.
A8	Personnel Skills (Apply to All Lots and Multiple Lots)	Minimum requirement to remain eligible in the competition: Applicants must demonstrate access to the skills sets set out below and the minimum numbers of skilled personnel stated in Section 3 above. Please note that the skills outlined may reside in the same person e.g. the Programme Co-ordinator and a Trainer Course Facilitator could be the same person. Applicants are reminded that they: • Must apply for at least two courses in every lot to be considered for that Lot • May rely on the resources of other entities (3rd parties e.g. subcontractors) on condition that they are fully described, and that Applicants can prove that they will have these resources at their disposal when required.
LOT SPECIFIC – To be answered per Lot Applied For		
A9	Course Delivery Team per Lot (Org Chart)	Minimum requirement to remain eligible in the competition: There is a requirement that providers can deliver at least 2 courses within each Lot. The team put for must meet minimum requirements in

		terms of qualifications and skills and team composition per Lot. Depending on the level of the course, and the level of customisation required, there are different experience/qualification requirements for Course Facilitators delivering the Course as per Section 3. 2 above. Adherence to this must be confirmed at a minimum. Please set out a Team organisational chart below with the members identified by name, title to include: • Programme Co-ordinator • Course Facilitators (Lead and Back up) • Technical Support • Administration Support • Subcontractors Please note that CVs will be sought for proposed course facilitators for evaluation purposes as part of direct awards and mini competitions conducted under the panel
A10	Previous Experience	Minimum requirement to remain eligible in the competition: Applicants should refer to three instances within the last five years which demonstrate that they have successfully delivered services of a comparable nature, scope, scale and complexity on three (3) occasions under contract. The contracts listed should be chosen to demonstrate your firm's skills, efficiency, experience and reliability in the relevant areas of expertise based on the courses selected for the Lot. Relying on the Capacity of other Entities: If this application is not from a single entity, then the referenced contracts should reflect the previous experience of the relevant third parties (identified at A2b) upon whose capacity you may be relying on to meet qualification requirements under this lot. The three (3) referenced contracts provided within the Prime Applicants' application

		will be taken as the nominated three (3) for assessment and selection purposes.
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3. Scope of Requirements

To support Enterprise Ireland's THRIVE programme for professional learning and development (PLD), we are conducting this competitive process to establish a Panel for the provision of courses of education and training to include:

- Developing an understanding of the training needs of Enterprise Ireland including the strategic context for the relevant course
- Planning for successful delivery to include development and design of content and customisation to target audience including ensuring the format will be interactive and engaging.
- Reviewing material/training plan with Enterprise Ireland prior to delivery in conjunction with Enterprise Ireland
- Issuing course material to be provided in advance of the session
- Delivery of content to relevant audience
- Recording Attendance of participant group
- Conducting assessments as agreed
- Issuing feedback forms/links to the relevant participant group
- Examining feedback from relevant participant group in conjunction with Enterprise Ireland
- Issuing relevant course materials post delivery
- Issuing completion certificates to relevant participants
- Updating the course based on feedback for subsequent delivery as agreed with Enterprise Ireland
- Invoicing for course delivery in accordance with agreed protocols
- Related services

These services will be provided under the Panel in the following lots:

Lot 1	Advisory and Consultation Skills
Lot 2	Business Development, Strategy and Innovation
Lot 3	Coaching, Mentoring and Facilitation Skills
Lot 4	Communication and Interpersonal Skills
Lot 5	Leadership, Management, Talent and Team Development
Lot 6	Operations, Digital and ESG

3.1 Description of Lots

Please see Appendix 1 – Description of Lots including Indicative Courses for a description of the Lots and sample courses contained therein. Course are assigned

Levels in terms of target audience and Customisation levels required. These levels has implications for the profile of facilitators who can be put forward for courses.

3.2 Requirements for all Lot Course

3.2.1 Course Formats, Current and Future Needs

Enterprise Ireland will use panel lots as and when requirements within their scope arise. However, there is no obligation upon Enterprise Ireland to always to make use of the Panel. Should the circumstances arise, a Panel Lot or Lots or the Panel as a whole may be terminated in accordance with the Panel terms and conditions.

These Panels may also be employed for the award of education/training services contracts connected with new training needs in response to industry developments, trends and new technologies. To this end Enterprise Ireland will exercise its sole discretion in determining whether new courses come within the family of courses contained in each of the Lots.

Panel members may be requested to deliver courses falling within the scope of the lots either fully, partially, or variations of same including delivery of courses which are closely related. Panel members may also be requested to deliver courses on a full-time or part-time basis, this can include delivery during the day or in the evening. Courses may also be delivered on an in-person, on-line or blended basis.

The Panel may be used for courses which must be delivered in Enterprise Ireland premises, premises acquired by Enterprise Ireland or premises acquired by panel members. The decision on which type of delivery is most appropriate is at the sole discretion of Enterprise Ireland and will be specified in the request for services to award the relevant contract under the Panel lot. For the avoidance of doubt, 3rd party costs relating to training facilities whether contracted or supplied directly will be managed on a contract by contract basis.

A panel agreement will be established for the panel and constitutes a means of establishing overall terms and conditions in accordance with which, for a specified duration, individual contracts may or not be awarded. Contracts will be awarded in accordance with the process outlined herein. It is emphasised that a Panel constitutes no guarantee to purchase a specific quantity of supplies or services from the members of the panel. Indeed, Enterprise Ireland reserves the right to operate outside of the panel at its discretion, particularly should it become apparent that doing so would offer greater value for money.

For each of the Lots the content as indicated in Schedule 1 is indicative content only. Panel members are encouraged to include content of the latest thinking/best practice and to make proposals on additional topics, which will be of benefit to Enterprise Ireland staff. The final course content and format of training will be agreed in advance of delivery between the Panel Member and Enterprise Ireland.

Enterprise Ireland must emphasise that Training and Facilitators must take the approach and have the mindset that workshops and programmes they develop, and deliver are about skills development and knowledge transfer and a facilitative approach should be utilized to maximise participation.

Course topics may vary and may be commissioned on an individual basis. Topics will also be delivered based on a needs-analysis held regularly with staff cohorts. The list provided is to be used for tendering purposes. Enterprise Ireland will, if required, choose additional topics to this list or remove topics within an course. Where Enterprise Ireland considers a topic is not within the expertise of the Panel member it reserves the right to look outside the Panel and advertise independently.

Panel members may be required to attend or present at Enterprise Ireland events. This will be agreed in advance with Panel members.

3.2.2 Key Skills

Programme Co-ordinator

The Programme Co-ordinator Responsible for managing the delivery of all selected courses under the Panel which includes planning and co-ordinating and ensuring quality of each course delivered. This includes ensuring that adequate cover is provided in the event of non-attendance of training personnel.

Course Facilitators

It is required that facilitators:

Have a deep knowledge and skills in the relevant course subject matter, gained through practical experience, consulting, research, or delivery of learning courses.

Have proven excellence in course delivery which include delivery of equivalent learning courses for equivalent participant levels to include:

- **At least two (2) years' experience** in delivery of the relevant course or equivalent course is required for Level 1 courses a
- **At least four (4) years' experience** for Level 2 courses
- **At least six (6) years' experience** for Level 3 courses¹

Facilitators proposed for delivery as part of quoting/tendering or draw down contracts cannot be changed without approval of Enterprise Ireland and must be of an equivalent standard.

Are established and excellent communicators and group facilitators, able to break down complex content, tailor it to the audience, and instigate, contribute to and manage high quality discussions.

Have delivered courses to public as well as private sector clients.

Bring a global and local best practice view 'into the room' for information and discussion.

Can build credibility with the course participants.

Are versed in the use a variety of learning methods to ensure a high level of engagement by participants.

¹ Refer to the Appendix 1 Schedule of Courses per Lot and Requirements

Be able to deliver courses to suit a global audience. This may on occasion require travel to one of our sites but more typically involve earlier starts or later ends to a course (e.g. 7-8am start or 6-8pm end).

Technical support:

Technical support staff will be responsible for providing the necessary technical support in delivery of online/blended courses to ensure smooth delivery and access for participants, and dealing with any technical issues that may arise in advance, during the course of delivery, or afterwards.

Administrative Support:

Administrative support staff are responsible for administrative tasks associated with delivering the training to support the smooth running and quality of course delivery, this should include dealing with invoicing after delivery.

Health & Safety Officer:

This will be the staff member responsible for ensuring the health and safety, protection and compliance for the Applicant.

3.2.3 Course Delivery Methodology

It is required that the courses:

- Be interactive and experiential. Participants should have the opportunity for group work and discussion, for reflection, and for practice and experimentation with new knowledge, skills and behaviours in relatable scenarios. We would expect that courses typically include individual and group exercises; role plays and case studies. We can also arrange for Enterprise Ireland guest speakers as needed.
- Be applied and practical in focus. Courses should support participants to develop a toolkit of techniques, frameworks, tips, knowledge and skills they can immediately apply in their daily work.

3.2.4 Course Content

It is required that course content:

- Be updated regularly (at least annually), including no copyright/IP infringements, and is presented in a format that is visually appealing, legible, logical, and easy to follow.
- Content will be subject to review in advance of delivery, where the course is being delivered for the first time or has been subject to an update.
- Reference global and local best practices, established models and frameworks, and research, distilling these to practical insights, or actions which participants can apply in their own work.
- Reference where possible company examples and cases, surveys and other research that match the types of companies served by Enterprise Ireland i.e. start-ups, scaling and globalising Irish companies and SMEs (vs MNCs)

- Address and define key terms to create a common understanding of these among participants.
- Include a brief takeaway summarising key learning points, techniques, tips et, as well as a list of follow on readings, videos, support sites etc.
- Include a call to action at the closing of each course – prompting participants to commit to what they will do differently and new in their roles.
- Online live sessions may be recorded subject to agreement as reference material for participant cohorts through Enterprise Ireland's LMS.
- Where customisation is required the Enterprise Ireland team will be available to support as needed.
- Where relevant, prerequisites may be set for a course, including completion of prework (readings, videos etc.). Where of value, participants can also be asked to bring relevant examples to the workshop. Note that it is not possible to guarantee that all participants will have completed the prework, for example, in the case of late registration.
- Where relevant, follow up may be set for a course, including completion of post work (follow up with accountability 'buddy', follow up with own manager or team etc.)

3.2.5 Administrative Requirements/ LMS

Panel members must provide, agreed materials two (2) days in advance of delivery to the nominated Contract Manager in Enterprise Ireland, or to a nominated person other than the Contract Manager.

After delivery Panel members must provide, to the nominated Contract Manager in Enterprise Ireland, or to a nominated person other than the Contract Manager, within two (2) working days after each training course / workshop:

- (a) Any supplementary materials used or referenced in the live sessions
- (b) Completed attendance records for each training session
- (c) Completed participant feedback for each session. This may be in an online format or printed for in-person sessions.

Invoices must include the relevant purchase order, a breakdown of the training, dates, description for each course.

Panel Members will be required to work with Enterprise Ireland's Learning Management System (LMS) and in the implementation of any new procedures and processes including any new technology.

3.2.6 Account Management

The Successful Panel members shall nominate an Account Manager who will have responsibility for the performance and quality of the training programmes.

The Account Manager shall be available to the nominated Enterprise Ireland staff member to handle all queries and instructions regarding the delivery of the courses/programmes they manage for Enterprise Ireland.

In the event of a facilitator being absent from the place of work for any reason, the Panel members shall provide a replacement. If no service is provided as agreed on scheduled days, the Panel members shall NOT charge and shall re-run the training programme in its entirety including booking of venues, facilitators and refreshments and also for informing the participant group involved.

The Account Manager shall ensure that substitute training-delivery personnel are suitably qualified to train in the particular topic in question.

The expected acceptable training standard, which shall apply to the training contract with Enterprise Ireland will include content of the latest thinking/best practice which will be of benefit to Enterprise Ireland. Examining feedback with Enterprise Ireland may require a change in delivery methods and/or a change of personnel. A Panel member upon receipt of a written notice from Enterprise Ireland shall remove any training personnel at the request of Enterprise Ireland and substitute with such replacements as will be agreed by Enterprise Ireland.

3.2.7 Training Courses /Times/Format

The training course/workshop times will be agreed between Enterprise Ireland and the Successful Panel member. Courses/workshops must be capable of being delivered online / in person / blended or hybrid (where a programme has multiple workshops, some may be held online and some maybe held in-person) however changes may be made over the duration of the Panel to adapt to the needs of the business environment.

3.2.8 Venues, Refreshments and Training Equipment and Materials

Where Panel members are requested to deliver a course in their own venue, the relevant members invited to quote or tender may also be requested to provide costs for an executive standard venue and lunch/refreshments as requested. This will be detailed at each call-off contract.

The successful panel members shall ensure that all equipment used is safe to operate and in good working order and in a suitable condition to maintain and deliver a high quality and standard of training course.

Where online delivery is offered/required, tenderers will agree the platforms and technologies to be used to ensure optimum experience and compatibility with IT and Data security requirements.

3.2.9 Health & Safety Requirements

The Panel members shall comply with all legal requirements in relation to the Safety, Health & Welfare at Work Act 2005. The Panel members will be required to comply with any local safety statements as directed or as may be directed in the future. The Panel members will ensure that all his/her staff are aware of evacuation procedures in the event of the fire alarm sounding. In this context, the Panel members will, in conjunction with Enterprise Ireland make every effort

to accommodate participants who might have known special needs e.g., hearing impaired, wheelchair access.

3.2.10 Branding Requirements

Applicants should note that they are not required to make any submission in their Application with respect to Branding Requirements. These obligations will be set out in the Panel Agreement with the successful Applicants and must be complied with.

All PR, correspondence and contact with Enterprise Ireland or other organisations by the Panel members must be branded Enterprise Ireland. The Panel members business name will not be associated with any of the training courses.

The logo of Enterprise Ireland must be clearly visible on all promotional material, handout materials, slides, all documentation and PR as agreed by Enterprise Ireland. Panel members must use Enterprise Ireland templates for all workshop and programme engagement/communications to all participants/clients. This template will be provided to the Panel members. Co-branding to be reviewed and agreed in advance of delivery.

Where Top & Tail videos are provided by Enterprise Ireland, the Panels members must insert Enterprise Ireland top and tail branding videos into all training programmes and workshop slide deck presentations.

Enterprise Ireland will approve all press releases and associated PR, social media posts in advance of issue. The Panel member must ensure that these are forwarded to Enterprise Ireland on a timely basis for approval. Promotion of the training programmes will be undertaken by Enterprise Ireland unless agreed otherwise.

3.2.11 Delivery Locations

Delivery is required worldwide and may be in-person, online or a blended delivery (combination of in-person and online).

Facilitators may be requested to travel to an overseas office to deliver training and travel and subsistence expenses will be approved and discharged in line with internal policies/guidelines for same.

3.2.12 Invoicing

All official invoices must quote a valid Enterprise Ireland purchase order number and be submitted directly to Accounts Payable (accounts.payable@enterprise-ireland.com). All invoices which do not quote the relevant order number(s) will be returned to the supplier.

3.2.13 Review of Supplier Performance

Operation of the Panel will be subject to regular performance review. Once appointed the review of supplier performance will be measured against the following (but not limited to);

-
- Engagement and responsiveness with Enterprise Ireland to include quality of service and response time.
 - Participant feedback
 - Completion rates
 - Effective course management
 - Effective course administration, including invoicing.

. It is expected that the successful applicant(s) will take a proactive role in monitoring performance with a view to making appropriate recommendations where necessary for continuous improvement.

In the event that the contract awarded is terminated prior to delivery taking place the Contracting Authority reserves the right to revert to the Panel member who came in second place as part of the mini-competition within the tender validity period and so on until the contract is accepted. In the case of direct awards, the Contracting Authority reserves the right to approach other panel members.

3.2.14 Other Requirements

The Panel Members will comply with any changes or requests by Enterprise Ireland including those imposed by any new business systems requirements might impose on training delivery and will implement these changes without prejudice, during the period of the Panel Agreement.

3.3 Data Protection

Where the service being tendered for includes processing Personal Data as part of the service delivery, Applicants are required to enter into a Data Processing Agreement with Enterprise Ireland (see Appendix 3). The Data Processing Agreement (DPA) includes an Annex 1 (Data Processing Annex) that Enterprise Ireland requires successful applicants to implement to ensure processing will be compliant with Data Protection Laws and ensure the protection of the rights of the data subject.

The Data Processing Agreement is contained in Appendix 3. Applicants should familiarise themselves with the entire agreement and its obligations. **In particular Applicants attention is drawn to Annex 1 (Data Processing Annex) which must be completed as part of the tender response, which is included in the Tender Response Document uploaded separately to eTenders.**

3.4 Reliance on the Capacity of other Entities

Applicants are reminded that they may rely on the resources of other entities in order to meet criteria and/or deliver elements of the contract requirements on condition that they can prove to the satisfaction of the Enterprise Ireland that they will have these resources at their disposal when necessary.

Therefore, an Applicant may consist of a grouping of any number of economic operators² where a group come together in whatever form e.g. subcontracting, consortium, joint venture to submit an application in response to this Invitation for Panel Membership. The Contracting Authority will deal with all matters relating to this competition through the entity who will carry overall responsibility for the performance of the contract only, if successful (the “Prime Applicant”) only irrespective of whether or not tasks are to be performed by a subcontractor or other consortium member.

The Prime Applicant must clearly and comprehensively set out the name, title, telephone number, postal address, and email address of the nominated contact personnel authorised to represent the Prime Applicant and to whom all communications shall be directed and accepted until this competition has been completed or terminated. Correspondence from any other person (including from any subcontractor) **will not** be accepted or responded to.

All Prime Applicants relying on the capacity of other entities must:

- a. Identify in Section A of the Application as the Prime Applicant for the grouping with whom the Contracting Authority will communicate and with whom any subsequent contractual arrangements will be made if successful.
- b. Identify in Section A of the Application the relevant 3rd parties upon whose capacity the Prime Applicant is relying upon to meet criteria and/or deliver elements of the contract and identify the relevant criteria and elements of the contract.
- c. **Ensure Section A of the Invitation for Panel membership A1-A6 including all subsections are completed and submitted for all relevant 3rd parties** upon whom the Prime Applicant is relying on to meet criteria and/or deliver elements of the contract if awarded.
- d. In all applications, the Prime Applicant must nominate the reference contracts for inclusion in the assessment and selection process. The number of reference contracts for which details are to be provided will be nominated in section B of the completed Invitation of the Prime Applicant. If more reference contracts are provided than required only the first listed reference contracts to the number specified (e.g. 3 reference contracts) will be considered. Where relying on the experience of others, at least one of the references provided should include reference to the relevant experience of that party.

Where the Applicant consists of a grouping of economic operators and the Applicant is subsequently successful at tender stage the Contracting Authority may require the members of the Applicant to enter into a formal arrangement that can support the provision of collateral warranties to the Contracting Authority for the Applicant members’ performance, etc. of the contract.

² ‘Economic operator’ means any natural or legal person or public entity or group of such persons and/or entities, including any temporary association of undertakings, which offers the execution of works and/or a work, the supply of products or the provision of services on the market; (Art 2(10) of Directive 2014/24/EU).

4. Rules relating to Selection Criteria

4.1 Applying for Multiple Lots and Multiple Courses within Lots

Applicants may apply for admission to the Panel under one or more Lots. **To apply for a Lot Applicants must be able to deliver at least 2 courses within each Lot as minimum.** Applicants must have access to qualified facilitators for courses selected within each Lot.

Applicants must complete a Team organisational chart with named and qualified personnel per Lot to demonstrate their ability to cover the no. of courses applied for per Lot.

4.2 Minimum Turnover requirements:

If you intend to apply for multiple Lots you must meet the cumulative minimum requirements as stated in the table below.

No. of Lots Applied for	Minimum Turnover Requirement
1	€50,000
2	€100,000
3	€150,000
4	€200,000
5	€250,000
6	€300,000

4.3 Access to Minimum Personnel and Skills

The situation may arise where a Lot member has already been appointed to deliver a course or an aspect of a course and another course is proposed on the same date(s), in the same lot or in an alternative lot.

It is a requirement of the Contracting Authority to be informed by the member approached as part of direct awards, if they have a prior engagement on the dates and may not be in a position to provide the required level or quality of resource support. It will be at the discretion of the Contract Authority to move to the next member without a formal offer being made to the member approached first. If deemed necessary, the Contracting Authority will continue through the panel until the requirement is fulfilled.

Where members are invited to quote or tender the same duty applies.

Applicants must demonstrate access to the skills sets set out below and the minimum numbers of skilled personnel stated. Applicants are reminded that they may rely on the resources of

other entities (3rd parties) on condition that they are fully described, and that Applicants can prove that they will have these resources at their disposal when required. In addition, please note that the skills outlined may reside in the same person e.g. the Facilitator and Programme Co-ordinator can be the same person.

Skillset Required	Minimum Number
Programme Co-ordinator: Responsible for managing the delivery of all selected courses under the Panel which includes planning and co-ordinating and ensuring quality of each course delivered.	1 per applicant
Technical support: Responsible for providing the necessary technical support in delivery of online/blended courses	1 per applicant
Administrative Support: Responsible for administrative tasks associated with delivering the training to include dealing with invoicing.	1 per applicant
Health & Safety Officer: Responsible for Health and Safety protection and compliance for the Applicant.	1 per applicant
Course Facilitator: Responsible for ensuring the training is delivered as planned and to agreed standards. Facilitators must have relevant qualifications/experience to deliver the courses selected. Note: Refer to Section 2 requirements above including that Facilitators put forward must have: • Have a deep knowledge and skills in the relevant course subject matter, gained through practical experience, consulting, research, or delivery of learning courses. • Have proven excellence in course delivery which include delivery of equivalent learning courses for equivalent participant levels to include: ○ At least two (2) years' experience in delivery of the relevant course or equivalent course is required for Level 1 courses a ○ At least four (4) years' experience for Level 2 courses ○ At least six (6) years' experience for Level 3 courses³	2 facilitators per course selected (1 lead and 1 backup) It is permitted that the same facilitator(s) may be put forward to deliver multiple courses within a lot subject to those put forward having the professional profile and experience to deliver the courses put forward for. This must be confirmed.

Note: Applicants are reminded that, you can subsequently apply for more courses in the Lot as capacity and capability changes in terms of access to the relevant skills set.

³ Refer to the Appendix 1 Schedule of Courses per Lot and Requirements

4 Duration of the Panel

The panel will be established for **four (4) years**.

There will be an initial call for applications as per the dates above which will be subject to an initial deadline to allow for processing of applications. However, the panel will remain open for applications for its duration. All subsequent applications after the initial call will be processed at periodic intervals.

Contracts may extend past the life of the panel.

5 Estimated Value of the Panel

It is envisaged that maximum spend under the Panel will not exceed €1,805,000 excluding VAT.

The estimated value range of values for each Lot for the duration of the panel is as follows:

Lot 1	Advisory and Consultation Skills	€125k– €200k
Lot 2	Business Development, Strategy and Innovation	€145k– €330k
Lot 3	Coaching, Mentoring and Facilitation Skills	€50k-€100k
Lot 4	Communication and Inter-personal Skills	€225k – €300k
Lot 5	Leadership, Management, Talent and Team Development	€225k - €500k
Lot 6	Operations, Digital and ESG	€250k - €375k

It is emphasised that these figures are provided strictly for indicative purposes only as there is no guaranteed expenditure under the Panel.

6 Admission to the Panel

Admission to the panel will also be subject to the Applicant passing the Pass / Fail Criteria A1 to A9 Applicants who meet the minimum qualifying requirements will be placed on the panel

subject to verification of self-declared information. For inclusion Applicants must also agree to the terms and conditions of the panel, a copy of which will be provided on admission to the panel, and which will include:

- Informing Enterprise Ireland if they are prior engaged in another session with a dates conflict when approached for work as part of their membership of the panel.
- Informing the nominated contact in Enterprise Ireland of any change in personnel put forward for work after being awarded work from the panel and seek approval for alternative staff members to be assigned.
- Providing the nominated contact in Enterprise Ireland with copies of the relevant insurances on the anniversary of their renewal.
- Ensuring all training personnel are up to date with all relevant professional registrations, accreditations and CPD requirements including the use of relevant technologies and Technology Enhanced Learning (TEL) tools for interactive and engaging delivery.
- Putting in place cyber insurance, if required by Enterprise Ireland for a particular contract under the panel, where the risk profile is considered by Enterprise Ireland to warrant the insurance being put in place by the provider as a condition of award.
- Agree to the following in terms of Intellectual Property Rights:
 - Intellectual Property Rights ("IPR") means all patents and patent rights, trademarks and trademark rights, trade names and trade name rights, service marks and service mark rights, service names and service name rights, brand names, copyrights and copyright rights, trade dress, business and product names, logos, slogans, trade secrets, industrial models, utility models, design models, designs, rights in confidential information, know-how, rights in the nature of unfair competition rights and rights to sue for passing off, and all pending applications for and registrations of patents, trademarks, service marks, and copyrights together with all connected and similar or analogous rights in any country or jurisdiction for the full term thereof.
 - Pre-existing IPR means all IPR existing prior to the date of the Panel Agreement and all IPR in any materials, acquired or developed by the Contractor or Enterprise Ireland independently of this Agreement, and any IPR in Contractor's standard hardware and software products or modifications or updates to such products.
 - All Pre-Existing IPR shall remain the sole property of the party who owned, acquired or developed such intellectual property this includes any content, material or information provided by Enterprise Ireland as part of customising the courses to meet their needs.
 - Enterprise Ireland grants to the Contractor a royalty-free license to use its Pre-existing IPR for the duration of the contract awarded and to the extent necessary to enable the appointed Panel member to fulfil its obligations under the Panel including pursuant to customisation of courses to meet the needs of Enterprise Ireland.
 - All material created through the work of participants on training courses will become the sole intellectual property of Enterprise Ireland and cannot be used by any other party without their express permission

- All material created as result/by-product of the training delivered or advisory services provided to Enterprise Ireland will become the sole intellectual property of Enterprise Ireland and cannot be used by any other party without their express permission.
- For the avoidance of doubt, the Panel member is not permitted to use any material which relates to Enterprise Ireland or client companies, and/or is the sole intellectual property of Enterprise Ireland in any as part of any service delivery which is not pursuant to contract awarded under this Panel. This applies to all material whether provided pursuant to contracts awarded under the Panel or otherwise.
- All panel members are also expected to comply with all applicable intellectual property and copyright legislation and respect the intellectual property rights of third parties as part of delivery of services under the Panel.
- The provisions related to IPR will survive the expiration or termination of this Agreement for any reason.

7 Awarding Contracts under the Panel

Qualifying for a panel, does not constitute an award of a contract nor does it indicate that any contract will be awarded. When contracts arise over the duration of the panel they may be awarded under individual Lots in accordance with the following:

- (a) For contracts with a value of less than **€5,000** (excl. VAT) these may be awarded directly by the application of specific criteria to invite the most appropriate panel Lot member to carry out the work to include:
 - i. Nature of the training course
 - ii. Profile of participant cohort
 - iii. Profile of panel member
 - iv. Availability

However, the Contracting Authority reserves the right to conduct a mini competition with two (2) or more panel members at their discretion.

- (b) For contracts with a value of **€5,001 to €49,999** (excl. VAT) at least three (3) members of the Panel Lot subject to that number qualifying will be identified by selection of the most qualified members on the panel using the criteria set out above. These panel members shall be invited to take part in a mini competition on the basis of a specification.
- (c) For contracts with a value **greater than €50k** (excl. VAT) at least five (5) members of the Panel Lot subject to that number qualifying will be identified by selection of the most qualified members on the panel using the criteria set out above. These panel members shall be invited to take part in a mini-competition on the basis of a specification.

Please note that contracts may include single or multiple events/courses in accordance with the value thresholds above.

In the case of mini competitions contracts will be awarded to the most economically advantageous quotation/tender evaluated through the application of the following award criteria:

Criterion		Range
1	Technical Merit of Team Proposed	0% – 50%
2	The Approach/Methodology to Delivery of the Services	0% – 50%
4	Total Cost of the Services	0% – 50%

13.1 Right to Negotiate

It should be noted that the Contracting Authority reserves the right to award the contract directly following receipt of initial quotations/tenders without recourse to negotiation.

Where negotiation meetings take place, all aspects of the quotation/tender submitted may be discussed, including costs. Those parties quoting/tendering will be afforded an opportunity to submit a Best and Final Offer (BAFO), which will be assessed against the award criteria.

13.2 Right to use Different Types of Contracts and Contracting Models

The contracting authority reserves the right to award a contract, contract with options on foot of the panel competition of varied durations including for the duration of the panel.

13.3 Right to Contract outside of the Panel

The contracting authority also reserves the right to contract with individuals outside of the panel when deemed necessary.

7. INSTRUCTIONS TO Applications

(a) Submission of Application

Enterprise Ireland is using the Tender Postbox facility on eTenders for submission of Applications and all tenders must be submitted electronically via the eTenders postbox facility on www.etenders.gov.ie only.

All documentation should be submitted as a Single Uploaded File, where possible, which is clearly labelled, paged numbered and indexed.

Applicants must ensure that they give themselves sufficient time to upload and submit all required documentation before the closing date/time. Applicants should take into account the fact that upload speeds vary. There is a maximum of 2.14 GB for individual files sent to the electronic postbox, please note that you must click “Submit Response”. After submitting you can still modify and re-send your response up until the response deadline. Applicants should be aware that the “Submit Response” button will be disabled automatically on the expiration of the response deadline.

It is the responsibility of the Applicant to ensure that their application is complete and is uploaded as a in accordance with the instructions provided on eTenders prior to the deadline **as set out on the front page of the Invitation**, noting that this is the initial deadline to enable Enterprise Ireland to establish the panel of qualified parties as soon as possible. Applicants who miss this deadline may apply at any time over the life of the Panel but will only be considered for opportunities once their application has been assessed and approved.

(b) Queries

All queries regarding this competition should be submitted using the message tool on the eTenders platform. The closing date for receipt of queries is **as set out on the front page of the Invitation for Panel Membership above**.

Queries should be in question format and submitted by the messaging tool **only**. Responses to queries will be issued via eTenders to all parties who have expressed an interest in the contract on that site, in order to ensure that no party has an unfair advantage over any other. Applicants should note that Enterprise Ireland will not respond to individual Applicants privately.

Applicants should ensure that they register their interest in this competition, by clicking on the “Accept” button on www.etenders.gov.ie, in order to receive all responses to queries and other updates in relation to this Competition.

For the purpose of circulating responses queries will be edited to avoid disclosing the identity of the querist, and any sensitive information included in the query should be clearly indicated.

(c) Query Process for Panel and Contract Terms and Conditions

Please refer to Panel and Contract Terms and Conditions set out in Appendices 1 and 2. It is intended that these terms and conditions will be finalised (with minor amendments, if necessary) during this Query process and responses to such queries will be broadcast on eTenders to all parties. To this end, applicants should use the query process set out at (b) above to highlight any clauses that they may wish to discuss. Any proposed amendment should be described in clear detail. It will be at Enterprise Ireland’s sole discretion to modify the Panel and Contract Terms and Conditions. Enterprise Ireland will not be in a position to subsequently discuss any proposed amendments during the assessment process and at Panel / contract award stage.

(d) Sufficiency & Accuracy

Applicants will be deemed to have examined all the documents submitted and by their own independent observations and enquiries will be held to have fully informed themselves as to the nature and extent of the requirements of the competition.

Applicants are cautioned to check the accuracy of their application prior to submission. An application found containing any clerical errors or omissions may, at the sole discretion of The Contracting Authority, be referred back to the applicant for correction. Any subsequent adjustment(s) must be confirmed in writing.

The Contracting Authority reserves the right to disqualify incomplete submissions.

While applicants are requested to ensure they have included all of the information requested as part of this invitation, excess documentation hinders the evaluation process and should not be submitted.

(e) Published Documents - Ambiguity, Discrepancy, Error, Omission

If you consider that you are missing any documents for the competition which would prevent you from submitting a comprehensive application, please notify Enterprise Ireland via the messaging tool on etenders as soon as possible.

Applicants shall immediately notify Enterprise Ireland via the messaging tool on etenders should they become aware of any ambiguity, discrepancy, error, or omission in the published documents. Enterprise Ireland will, upon receipt of such notification, issue a clarification via eTenders in respect of any such ambiguity, discrepancy, error, or omission. Such clarification shall then form part of the documentation.

Enterprise Ireland reserves the right at any time before the Deadline, to update or amend the information contained in this document. Participating Applicants will be informed of any such amendment or extension through the eTenders website.

(f) Extension of Submission Deadline

The Contracting Authority reserves the right, at its sole discretion, to extend the closing date for receipt of applications by giving notice in writing to all parties who have expressed an interest in the notice via eTenders before the original closing date.

(g) Modifications to Applicants prior to the Closing Date for Receipt of Applications

Modifications to Applications will be accepted in the form of supplementary information and/or addenda, provided they are submitted via the e-Tenders Postbox facility before the closing date and time for receipt of applications and clearly marked as part of the application. Any modifications received after the closing time or outside of the eTenders Postbox facility will not be considered.

(h) European Single Procurement Document (ESPD)

We will accept an ESPD if Applicants wish to submit one for this competition PROVIDED THAT they confirm: (i) the information contained in it continues to be correct and (ii) they

satisfy the Selection Criteria for this Competition as set out in 6.1. Selection criteria which are specific to this competition that require a response as part of the application form to be provided and cannot be self-declared which have to be addressed by way of the application form provided.

(i) Cost of Preparation of Application

The Contracting Authority will not be liable for any costs, charges or expenses incurred by applicants in the preparation of proposals or any associated efforts. It is the responsibility of the applicant to ensure that they are fully aware and understand the requirements as laid down in this document. Applicants will be responsible for any costs incurred by them in the event of their being required to attend clarification or other meetings or make a presentation of their proposals.

(j) Confidentiality

The distribution of the documents is for the sole purpose of obtaining offers. The distribution does not grant permission or licence to use the documents for any other purpose. Applicants are required to treat the details of all documents supplied in connection with the tender process as private and confidential.

(k) Conflict of Interest

Any conflict of interest involving an applicant (or applicants in the event of a consortium bid) must be fully disclosed to the Contracting Authority. Any registrable interest involving the applicant and the Contracting Authority or employees of the Contracting Authority, or their relatives must be fully disclosed in the submission or should be communicated to the Contracting Authority immediately upon such information becoming known to the applicant, in the event of this information only coming to their notice after the submission of a bid and prior to the award of the contract. The terms 'registrable interest' and 'relative' shall be interpreted as per Section 2 of the Ethics in Public Office Act, 1995. Failure to disclose a conflict of interest may disqualify a applicant or invalidate an award of contract, depending on when the conflict of interest comes to light.

(l) Freedom of Information Acts

Applicants are asked to consider if any of the information supplied by them in response to this process should not be disclosed because of its sensitivity. If this is the case, applicants should specify the information that is sensitive and the reasons for its sensitivity. The Contracting Authority cannot guarantee that any information provided by applicants, either in response to this Application or in the course of any contract awarded as a result thereof, will not be released pursuant to the Contracting Authority's obligations under law, including the Freedom of Information Act 2014, EU, and Irish Government Procurement Procedures or in response to questions, debates, or other parliamentary procedures in or of the Oireachtas (the Irish Parliament). The Contracting Authority accepts no liability whatsoever in respect of any information provided which is subsequently released or in respect of any consequential damage suffered as a result of such disclosure.

(m) Data Protection Legislation

“Data Protection Laws” means all applicable national and EU data protection laws, regulations and guidelines including but not limited to Regulation (EU) 2016/679 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (the “**General Data Protection Regulation**”), the Data Protection Act, 2018 and any guidelines and codes of practice issued by the Data Protection Commission or other supervisory authority for data protection in Ireland from time to time.

The Contracting Authority will be a Controller (where Controller has the meaning given under the Data Protection Laws) in respect of any Personal Data (where Personal Data has the meaning given under the Data Protection Laws) required to be provided by the Applicant in response to this ITT.

The Applicant, as Controller in respect of any Personal Data provided by it in its Application/Subsequent Tender, is required to confirm by way of statement that all Data Subjects (where Data Subject has the meaning given under the Data Protection Laws) whose Personal Data is provided by the Applicant have consented to the processing of such Personal Data by the Applicant, the Contracting Authority, the Evaluation Team and the supplier of the etenders.gov.ie website, for the purposes of the participation of the Applicant in this Competition or that the Applicant otherwise has a legal basis for providing such Personal Data to the Contracting Authority for the purposes of its participation in this Competition.

(n) Tax Clearance Certificate

It will be a condition of award of contract that the successful applicant(s) shall, for the term of such contract(s), comply with all EU and domestic tax laws. This applies to both Irish Resident suppliers and Non-Resident suppliers. Applicants are referred to www.revenue.ie for further information.

Prior to the award of any contract arising out of this competition, the successful Applicant shall be required to supply its Tax Clearance Access Number and Tax Reference Number to facilitate online verification of their tax status by Enterprise Ireland or to provide a copy of their Tax Clearance Certificate (where applicable).

By supplying these numbers, the successful Applicant, acknowledges and agrees that Enterprise Ireland has the permission of the successful applicant to verify its tax cleared position online.

(o) Irish Legislation and Law

Applicants should be aware that national legislation applies in other matters such as Employment, Working Hours, Official Secrets, Data Protection and Health and Safety. Applicants must have regard to statutory terms relating to minimum pay and to legally binding industrial or sectoral agreements in Contracting Authority tenders and in delivering contracts awarded to them.

The contract[s] awarded under the panel will be governed by Irish law.

(p) Clarifications of Applications

The Contracting Authority is entitled, but not obliged, to seek clarification of applicants in the course of the evaluation process. At tender stage, no change in the price or substance of the Tender shall be sought, offered, or permitted. To assist in finalising the tender evaluation, selected applicants may be invited to attend clarification meetings with the Contracting Authority.

(q) Change in the Composition of an Application

The Contracting Authority reserves the right, but is not obliged, to disqualify any Applicant that makes any change to its composition after submission of a Tender.

(r) Interference and Inducement to Purchase

Any effort by the applicant to unduly influence the Contracting authority, relevant agency personnel or any other relevant persons or bodies in the process of examination, clarification, evaluation, and comparison of applications and/or tenders and in decisions concerning the Award of Contract shall have their tender rejected. In accordance with Section 38 of the Ethics in Public Office Act 1995 any money, gift or other consideration from a person holding or seeking to obtain a contract will be deemed to have been paid or given corruptly unless the contrary is proved.

(s) Notification of Tender Evaluations

All Applicants will be informed of the outcome of their proposals following evaluation and any necessary clarifications. Potential outcomes can be:

- a) Letter of Intent of admittance to panel.
- b) Letter of Regret

A notice will be despatched to www.etenders.gov.ie on a quarterly basis to announce the entrants to the panel.

(t) Policy on Personal Debriefings

Based on the provision of the information to unsuccessful applicants as outlined above and due to resourcing constraints, the Contracting Authority will not be offering individual debriefing meetings to unsuccessful bidders.

(u) Replacement Personnel

Notification must be sent in writing as soon as possible to the Contracting Authority on any proposed change of nominated personnel, such change to be subject to the written approval of the Contracting Authority. Replacement personnel must be of equal or better standing than the existing personnel in terms of qualifications and experience.

(v) Copyright

Please refer to Section 6 Admission to the Panel for terms conditions of membership of the Panel relating to IP and Copyright.

(w) Brand Names, etc.

Please note in relation to this tender document; where reference is made to a particular make, source, process, trademark, type, or patent, that this is not to be regarded as a de facto requirement. In all such cases it should be understood that the reference in question is accompanied by the words "or equivalent ".

Enterprise Ireland

APPENDIX 1 – ‘DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES’

Please see pdf document ‘Appendix 1 – “Description of Lots including Indicative Courses’ uploaded separately to eTenders..

Enterprise Ireland

APPENDIX 2 – ENTERPRISE IRELAND TERMS AND CONDITIONS FOR CALL OFF PANEL CONTRACTS

Please see Pdf document 'Appendix 2 – 'ENTERPRISE IRELAND TERMS AND CONDITIONS FOR CALL OFF PANEL CONTRACTS' uploaded separately to eTenders.

Enterprise Ireland

APPENDIX 3 – DATA PROCESSING AGREEMENT

Please see Pdf document 'Appendix 3 –Data Processing Agreement' uploaded separately to eTenders.

Enterprise Ireland

Appendix 4 – APPLICATION FORM FOR PANEL MEMBERSHIP



The Application Form for Panel Membership has been designed to be completed once per Applicant regardless of the number of Lots applied for. Please complete all relevant sections once, but repeat Section 3 for every Lot Applied for, and submit the completed Application form once.

Contracting Authority:	Enterprise Ireland		
Title	Establishment of a Panel for the provision of courses of education and training in the following Lots:		
Lot Description	Lot No.	Description	Please Tick each Lot being applied for
	Lot 1	Advisory and Consultation Skills	
	Lot 2	Business Development, Strategy and Innovation	
	Lot 3	Coaching, Mentoring and Facilitation Skills	
	Lot 4	Communication and Inter-personal Skills	
	Lot 5	Leadership, Management, Talent and Team Development	
	Lot 6	Operations, Digital and ESG	
	Please see Appendix 1 – Description of Lots and Indicative Courses' for full details on each Lot.		
Name of Applicant			
Initial Closing Date			

Section 1: ALL LOTS - PASS/FAIL CRITERIA

To be completed once per applicant and by any third parties upon which the Applicant is relying on to qualify for membership of the panel.

A1 PANEL LOTS APPLIED FOR.

Refer to Section 5. on requirements for applying for multiple lots. You must indicate below which Lots you wish to be considered for inclusion in:

Name of Applicant

Select Lots and Courses within Lots applied for. To be considered for inclusion within a Lot you must apply for and be able to deliver at least 2 courses within that Lot. Please consult Appendix 1 'DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES' to see course level, outline and level of customisation required.

Lot 1

Advisory and Consultation Skills

Consultative Client Engagement

Consultative Client Engagement Advanced

Client Portfolio Management

Client Journey Mapping

Design Thinking

Lot 2

Business Development, Strategy and Innovation

Business Essentials

Business Analysis

Business Case Development & Presentation

Business Finance Masterclass

Finance Foundations

Financial Analysis

		Engaging Clients on Strategic Marketing	
		Strategic Marketing & Sales Masterclass	
		Business Scaling	
		Strategic Thinking	
		Innovation and Entrepreneurship essentials	
		Innovation Masterclass	
		Strategy Thinking and Development	
		Product Management	
Lot 3	Coaching, Mentoring and Facilitation Skills	Coaching way of working	
		Coaching skills	
		Mentoring skills	
		Training Facilitation skills	
		Group Facilitation skills	
		Mediation skills for HR and Managers	
Lot 4	Communication and Inter-personal Skills	Communicating with Clarity	
		Communicating in a global, diverse, and hybrid world	
		Business writing	
		Presentations, Public Speaking and Storytelling	
		Meeting management skills	
		Critical conversations	

		Negotiation skills	
		Influencing without authority	
		Decision making	
		Interview skills for interviewees	
		Interview skills for interviewers	
Lot 5	Leadership, Management, Talent and Team Development	Management Essentials	
		Leadership Essentials	
		Executive Leadership Programme	
		Personal Leadership	
		Engaging Clients on Leadership & Talent	
		Talent and Skills Masterclass	
		Leadership and Management Masterclass	
		Collaboration and Teaming skills for temporary teams	
		High performing team development	
		Psychological safety	
		Change Management	
		Managing my professional development (individual)	
		Managing my Team's professional development (manager)	
Lot 6	Operations, Digital and ESG	Agile for HR and OD	

	Agile for Teams	
	AI essentials	
	Data Analytics Clinics	
	Digital Transformation	
	Digitalisation essentials	
	Engaging Client on Digitalisation	
	Engaging Client on ESG	
	ESG Essentials	
	ESG Masterclass	
	Introduction to Data Analytics	
	Lean Six Sigma – Green Belt	
	Lean Six Sigma – Yellow Belt	
	Productivity and Operations Masterclass: Enterprise excellence	
	Project Management certification	
	Project Management fundamentals	
Smart Working		
I confirm that Sections 1 and 2 of this Application are complete, accurate and the same for all Lots and can be assessed once for all Lots/relevant courses applied for:		
Authorised Signatory:		

Name in Block Capitals:	
Position	

A2. APPLICANT SUMMARY**Weighting:** Pass/Fail only**Pass requirement:** Applicants must complete this section.

Applicant Company Name:				
Address:				
Eircode/Postcode:				
Contact Person:				
Position:				
Office Telephone:				
Email:				
Website:				
Date of Establishment, if applicable				
VAT Registration No:				
Legal Structure – Company (Ltd), Partnership, Sole Trader, any other				
Overview of Organisation including services, supplies offered, and markets served				
Please confirm if you are an SME (Small and Medium Enterprise) as defined in Commission Recommendation 2003/361/EC*	Yes		No	

***Definition as per 2003/361/EC** The company of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR50million, and/or an annual balance sheet total not exceeding EUR43million.

A2b Relying on the Capacity of other Entities (see Section 3 above for instructions)

Applicants may rely on the capacity of other entities. If the Applicant wishes to rely on the capacity of other parties including sub-contractors to meet criteria which apply to all Lots and which are Lot Specific Section 1 of the Application Form must be completed and furnished for those parties as part of the application of the Prime Applicant. .

Is the Applicant a Prime Applicant relying on the capacity of other entities:

Yes

No

If yes, please confirm the type of grouping e.g. consortium, joint venture, subcontracting etc.

Type of Relationship with other Entities to be listed below

Other Entities - Details and Contributions:

Name	Detail the resources/capacities the third party is being relied upon for qualifying for membership including the specific Lot(s).	Section 1 including all sub-sections completed and uploaded for each third party			
		Y		N	
		Y		N	
		Y		N	

Confirmation that relevant information is provided for all entities upon whose capacity the Applicant is relying upon and their agreement to participate has been secured.

Y

N

Enterprise Ireland

A3 Tax Compliance		
Option 1: I confirm and declare being tax compliant. The Contracting Authority can verify your tax clearance status through Revenue's online facility at http://www.revenue.ie/en/online/tax-clearance.html	Yes	
	No	
Tenderer Name:		
Tax Reference Number (PPSN):		
Access Number:		
Option 2: I confirm that I hold a current valid Tax Clearance Certificate (generally relates to Non-Residents)	Yes	
	No	
Registration Number:		
Certificate Number:		
Option 3: I confirm that I have applied for Tax Clearance status or a Tax Clearance Certificate which will be made available on request	Yes	
	No	
A4 Financial Capacity		
No. of Lots Applied for	Minimum Turnover Requirements (based on at least two courses in each Lot applied for)	Please indicate no. of lots applied for and confirm your turnover exceeded the minimum required per annum in one of the last three financial years.
1	€50,000	
2	€100,000	

3	€150,000	
4	€200,000	
5	€250,000	
6	€300,000	
Financial Year If turnover figures for 2022 are unavailable, please use 2021, 2020 and 2019.	2023	2022
		2021
Turnover	€	€
Month of financial year end		
I confirm that I will provide the following promptly on request at any time prior to the tender list being finalised: (Evidence of turnover for the past three financial years)	Yes	
	No	
I confirm that I will supply evidence of financial standing, by way of auditor's letter, ensuring the tenderer party has the financial capacity to pay its debts identified on the current statement of assets and liabilities as being the debts as they fall due.	Yes	
	No	
A5 Insurances		
I confirm that we have the following insurances in place:		
Insurance Type	Level in place	Details of Excess
Employer Liability	€13 million	
Public Liability	€6.5 million	

Professional Indemnity	€2.6 million		
I confirm that I will provide the following promptly on request at any time prior to the award decision being made: Evidence of insurances in place or Letter from Insurance Broker confirming that the required levels could be put in place if successful		Yes	
		No	
I confirm that if successful, where the levels required under the contract are higher than those currently in our possession, I will be in a position to put the required forms and levels of insurances required in place promptly.		Yes	
		No	
Please note that the Contracting Authority will seek to verify self-declarations regarding financial capacity prior to next stage of the competition.			
Authorised Signatory:			
Name in Block Capitals:			
Position			

A6 - Declaration of Bona Fides

(Under Public Sector Directive 2014/24/EU - Article 57)

Weighting: Pass/Fail

Pass requirement: Applicants must complete, sign and date this Declaration. The Contracting Authority reserves the right at its discretion to exclude a non-compliant applicant under each heading. This must be completed by each group member.

Economic Operators will be excluded from the procurement process if, within the past five (5) years, there is evidence of a conviction relating to a specific criminal offence listed below (see 1.1) or if they have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security contributions (see 1.2) (except where this is disproportionate e.g. where only minor amounts are involved).

1.1	Has the Economic Operator or a member of their proposed consortium, (if applicable), Director, or Partner or any other person who has powers of representation, decision or control, been convicted of any of the following offences?	Yes	No
		Please indicate your answer by marking 'X' in the relevant box	
1.1a	participation in a criminal organisation, as defined in Article 2 of Council Framework decision 2008/841/JHA;		
1.1b	corruption, as defined in Article 3 of the Convention on the fight against corruption involving officials of the European Communities or officials of Member States of the European Union and Article 2(1) of Council Framework Decision 2003/568/JHA as well as corruption as defined in Irish Law or the jurisdiction in which the Economic Operator is established;		
1.1c	fraud within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests;		
1.1d	the subject of a conviction for terrorist offences or offences linked to terrorist activities or for inciting or aiding or abetting or attempting to commit an offence;		
1.1e	the subject of a conviction for money laundering or terrorist financing;		

1.1f	the subject of a conviction of child labour and other forms of trafficking in human beings;		
1.2	Non-payment of taxes or social security obligations Has it been established by a judicial or administrative decision having final and binding effect in accordance with Irish law or the legal provisions of the country in which the Economic Operator is established (if outside Ireland), that the Economic Operator is in breach of obligations related to the payment of tax and social security contributions? If the response to 1.2 above is in the affirmative, please provide further information on the decision and the amounts involved.		

An Economic Operator who answers 'Yes' in any of the situations set out in paragraphs 2.1.a to 2.1.i will be excluded.

2.1	Please indicate if any of the following situations have applied, within the past three (3) years, or currently apply, to your organisation.	Yes	No
		Please indicate your answer by marking 'X' in the relevant box	
2.1a	The Economic Operator: has, in the performance of any public contract, failed to comply with applicable obligations in the field of environmental, social and labour law applying at the place where the works were carried out or the services provided, as established by EU law, national law, collective agreements or by international, environmental, social and labour law listed in Annex X of Directive 2014/24/EU;		
2.1b	is bankrupt or the subject of insolvency or winding-up proceedings, its assets are being administered by a liquidator or by the court, or has entered into an arrangement with creditors, suspended its business activities or is in any analogous situation arising from a similar procedure under national laws and regulations;		

2.1c	is guilty of grave professional misconduct which renders its integrity questionable;		
2.1d	has entered into agreements with other Economic Operators aimed at distorting competition;		
2.1e	has a conflict of interest within the meaning of Article 24 of 2014/24/EU that cannot be effectively remedied by other, less intrusive, measures;		
2.1f	confirms that it has had prior involvement in the preparation of the procurement procedure which has resulted in a distortion of competition, as referred to in Article 41 of 2014/24/EU, that cannot be remedied by other, less intrusive, measures;		
2.1g	has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions.		
2.1h	- is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria; or - has withheld such information or is not able to submit supporting documents required under Article 59 of Directive 2014/24/EU; or		
2.1i	has undertaken to: - unduly influence the decision-making process of the contracting entity, or - obtain confidential information that may confer upon the applicant undue advantages in the procurement procedure; or - negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award.		
Declaration re Statutory Obligations			
We confirm that we are fully compliant with the following legislation, or equivalent legislation in our country of establishment / operation:		Yes	No
(i)	Employment Equality Acts 1998-2011		

(ii)	Equal Status Acts 2000-2011		
(iii)	National Minimum Wage Act 2000 as amended		
(iv)	Organisation of Working Time Act 1997 as amended		
(v)	Safety, Health and Welfare at Work Act 2005 and Safety, Health and Welfare at Work (General Application) Regulations 2007		
(vi)	Disability Act 2005		
(vii)	General Data Protection Regulation 2016/679		
(viii)	All legal and regulatory requirements which apply to the applicant organisation which may be at activity, industry, sector, national or EU level.		
(ix)	We have procedures in place to ensure that our subcontractors, if any are used for this contract, apply the same standards.		

Article 5K Declaration

EU Regulation 2022/576 on restrictive measures in the Context of Russian Actions in the Ukraine

A.	In the light of Russian actions in the Ukraine, the European Council adopted a new regulation – EU Regulation 2022/576 , aimed at restricting participation in economic activity by economic operators from the Russian Federation. Article 5K of the Regulation prohibits the award or continuation of contracts falling within the scope of the Public Procurement Directives to persons or undertakings related to the Russian Federation. To comply with EU Regulation 2022/576, the Contracting Authority is seeking a declaration from economic operators to this effect.		
B.	I declare that none of the exclusions specified in EU Regulation 2022/576 apply to any party associated with this application.	Yes	No

This Declaration is made for the benefit of the Contracting Authority

I certify that the information provided in this declaration is accurate and complete to the best of my knowledge and belief. I understand that the provision of inaccurate or misleading information in this Declaration will lead to my organisation being excluded from participation in this and future Applications and I am signing on behalf of:

Name of Economic Operator:	
Authorised Signatory:	
Name in Block Capitals:	
Position:	

Enterprise Ireland

A7 Quality Management, Standards and Best Practice/Samples of Course Materials

Minimum requirement to remain eligible in the competition: Applicants should provide a summary of how you ensure a quality service and a sample of the quality of course materials used by the applicant. Your answer should demonstrate the degree to which an approach to quality assurance is effectively embedded within your organisation. Please also include reference to any third-party accreditation in place or relevant industry awards received.

Note: This question should be answered whether in-house and/or 3rd party certified systems are in place and is limited to 2 A4 pages.

Name of person responsible for quality management	
In-House or 3 rd party certified	
Please provide samples of course materials or links to samples	

Third Party QA Certification [repeat table as necessary]

Please provide the following details (if the Applicant has multiple relevant certifications, please provide the requested information for all such certifications and duplicate table as required):

Reference title of certification	
Name of accreditation body	
Date of certification	
Scope of certification	
Locations to which certification refers	
Date of first certification	
Date of most recent renewal	

ENTER RESPONSE HERE:

Section 2: ALL LOTS AND SPECIFIC COURSES APPLIED FOR WITHIN LOTS - PASS/FAIL CRITERIA [to be completed once]

A8 Minimum Personnel & Skills - Based on Lots/Courses Applied for

Weighting: Pass/Fail

Minimum requirement to remain eligible in the competition: Applicants must demonstrate access to the skills sets set out below and the minimum numbers of skilled personnel stated in Section 3 above. Please note that the skills outlined may reside in the same person e.g. the Programme Co-ordinator and a Course Facilitator could be the same person.

Applicants are reminded that they:

- Must **apply for at least two courses in every lot to be considered for that Lot**
- May rely on the resources of other entities (3rd parties e.g. subcontractors) on condition that they are fully described, and that Applicants can prove that they will have these resources at their disposal when required.

Programme and Support Staff Skillset			
Role	Number of Full Time Equivalents (FTE) ⁴	Number of FTEs provided by 3rd Parties	Minimum Number 1 per Applicant
Programme Co-ordinator: Responsible for managing the delivery of course within each lot which includes planning and co-ordinating and ensuring quality of each course delivered.			1
Technical support: Responsible for providing the necessary technical support in delivery of online/blended courses			1

Administrative Support: Responsible for administrative tasks associated with delivering the training to include dealing with invoicing.			1
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Course Facilitator Skillset						
Lot selection (please insert Tick if applying for a lot/lots)	Lot 1	Lot 2	Lot 3	Lot 4	Lot 5	Lot 6
Total Number of courses within each Lot	5	13	6	11	13	17
Number of courses being applied for						
Number of Course Facilitators available per lot – minimum of 2 on the basis that each course may require different qualifications and skillsets. Please refer to Section 2 on Qualification/experience requirements and DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES. . Applicants will be required to sign declaration of compliance for course facilitators being proposed for qualification purposes.						

Account Management	
Minimum requirement to remain eligible in the competition: Applicants must demonstrate compliance with the requirement to have a nominated Account Manager.	
Name of Account Manager	
Role within the Organisation	
No. of Years Experience in Account Management Role	

Health & Safety	
Name of Staff Member responsible: Responsible for Health and Safety protection and compliance for the Applicant:	

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Section 3: PER LOT AND COURSES APPLIED FOR - PASS/FAIL CRITERIA [TO BE COMPLETED PER LOT APPLIED FOR]

[repeat per Lot Applied for]

Name of Applicant			
Lot Applied for			
Name of Programme Co-ordinator			
Courses Applied for within the Lot : It is a minimum requirement that an Applicant must select a minimum of two courses within the Lot applied for and demonstrate their ability to deliver those courses selected to the appropriate standards ⁵ . You must list the courses you are applying for below:			
Course Name	Level for Target Audience	Level of Customisation Required	Numbers of Facilitators per course

⁵ The Contracting Authority may determine that the applicant has not demonstrated their ability to deliver all courses applied for, however, if it is determined that the applicant has demonstrated their ability to deliver a lower number of courses applied for subject to the requirement that it must at least two courses they may be deemed qualified for the Lot on the basis of the lower number.

A9 Personnel & Skills - Course Delivery Team per Lot

Minimum requirement to remain eligible in the competition:

There is a requirement that providers can deliver at least 2 courses within each Lot.

The team put for must meet minimum requirements in terms of qualifications and skills and team composition per Lot. Depending on the level of the course, and the level of customisation required, there are different experience/qualification requirements for Course Facilitators delivering the Course as per Section 3. 2 above. Adherence to this must be confirmed at a minimum.

Please set out a Team organisational chart below with the members identified by name, title to include:

- Programme Co-ordinator
- Course Facilitators (Lead and Back up)
- Technical Support
- Administration Support
- Subcontractors⁶

Please note that CVs will be sought for proposed course facilitators for evaluation purposes as part of direct awards and mini competitions conducted under the panel

⁶ Applicants are reminded that they may rely on the resources of other entities (3rd parties e.g. subcontractors) on condition that they are fully described, and that Applicants can prove that they will have these resources at their disposal when required.

[Insert response here]

I confirm that I have access to all the personnel listed above, and all members meet the minimum requirements in terms of qualifications and experience set out in Section 2 above and Appendix 1 'DESCRIPTION OF LOTS INCLUDING INDICATIVE COURSES based on the courses applied for in this Lot and I may be asked to prove compliance and that I have these resources at my disposal when required:

Name of Economic Operator:	
Authorised Signatory:	
Name in Block Capitals:	
Position:	
Date:	

A10 Previous Experience of Lot Delivery Team– Lot/Course Specific

Minimum requirement to remain eligible in the competition: Applicants should refer to **three** instances within the **last five years** which demonstrate that they have successfully delivered services of a comparable nature, scope, scale and complexity on three (3) occasions under contract. The contracts listed should be chosen to demonstrate your firm's skills, efficiency, experience and reliability in the relevant areas of expertise based on the courses selected for the Lot.

Relying on the Capacity of other Entities:

If this application is not from a single entity, then the referenced contracts should reflect the previous experience of the relevant third parties (identified at A2b) upon whose capacity you may be relying on to meet qualification requirements under this lot. **The three (3) referenced contracts provided within the Prime Applicants' application will be taken as the nominated three (3) for assessment and selection purposes.**

Summary of Applicant Delivery Experience in the Course Area(s) Applied for, to include 3rd parties being relied upon to qualify for this Lot
[maximum of 1A4 page]

Reference Contract #1 –				
Client Name:				
Contact Name:				
Contact email:				
Delivery Date:	From		To	

Contract Value:	€	Period value refers to	
Training Course 1:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended?			
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for			
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client			
Training Course 2:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took			

e.g. online modules, live instructor led Zoom sessions?	
How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Training Course 3 [repeat for any additional relevant courses]:	
Name of Course	
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.	
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took e.g. online modules, live instructor led Zoom sessions?	

How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Measures of Quality Course Delivery	
Role / identification of 3 rd parties involved in supporting the training under this contract	
How did you assess the training needs of the organisation/the needs of the participant cohort as part of delivering this course(s) under this contract	
How was mixed ability in the participant cohort catered for if applicable?	
How did you ensure training materials were customized to the specific needs	

of the organisation/learner cohort and were kept up to date?	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
How was learner feedback collected and used under this contract?	
What were the key challenges/including any unexpected challenges for this project and how were they addressed?	
Were all the project timelines/milestones met? If not explain reasons	
Was project delivered within budget? If not explain reasons	
How was the impact of this training course(s) delivered measured in terms of improvements in practice/performance?	

Reference Contract #2 –				
Client Name:				
Contact Name:				
Contact email:				
Delivery Date:	From		To	

Contract Value:	€	Period value refers to	
Training Course 1:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended?			
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for			
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client			
Training Course 2:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took			

e.g. online modules, live instructor led Zoom sessions?	
How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Training Course 3 [repeat for any additional relevant courses]:	
Name of Course	
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.	
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took e.g. online modules, live instructor led Zoom sessions?	

How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Measures of Quality Course Delivery	
Role / identification of 3 rd parties involved in supporting the training under this contract	
How did you assess the training needs of the organisation/the needs of the participant cohort as part of delivering this course(s) under this contract	
How was mixed ability in the participant cohort catered for if applicable?	
How did you ensure training materials were customized to the specific needs	

of the organisation/learner cohort and were kept up to date?	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
How was learner feedback collected and used under this contract?	
What were the key challenges/including any unexpected challenges for this project and how were they addressed?	
Were all the project timelines/milestones met? If not explain reasons	
Was project delivered within budget? If not explain reasons	
How was the impact of this training course(s) delivered measured in terms of improvements in practice/performance?	

Reference Contract #3-				
Client Name:				
Contact Name:				
Contact email:				
Delivery Date:	From		To	

Contract Value:	€	Period value refers to	
Training Course 1:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended?			
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for			
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client			
Training Course 2:			
Name of Course			
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.			
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took			

e.g. online modules, live instructor led Zoom sessions?	
How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Training Course 3 [repeat for any additional relevant courses]:	
Name of Course	
Course objectives/learning outcomes/ Course/topic outline and which course(s) it is similar to based on those applied for and how it is similar.	
Format: in-person, online, blended? Please specify how much of the course was asynchronous and/or synchronous and what form this took e.g. online modules, live instructor led Zoom sessions?	

How did you ensure training materials were customized to the specific needs of the organisation/learner cohort and were kept up to date?	
Delivery style e.g. training session, workshop, skills demonstration, mentoring and how interaction/discussion and application of the new learning being developed was catering for	
What learning platforms/TEL tools used as part of delivery in both asynchronous and synchronous elements?	
No. of training iterations of the course delivered and no. of participants per course managed per annum for this client	
Measures of Quality Course Delivery	
Role / identification of 3 rd parties involved in supporting the training under this contract	
How did you assess the training needs of the organisation/the needs of the participant cohort as part of delivering this course(s) under this contract	
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of the organisation/learner cohort and were kept up to date?	
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Was project delivered within budget? If not explain reasons	
How was the impact of this training course(s) delivered measured in terms of improvements in practice/performance?	