



PRE-QUALIFICATION QUESTIONNAIRE

TENDER REFERENCE : 9895

CIÉ Strategic Delivery Partner

CLOSING DATE FOR RETURN OF COMPLETED QUESTIONNAIRE: 29th July 2026

Issue Date of PQQ: 29th June 2026

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APPENDIX 1: THE PRE-QUALIFICATION QUESTIONNAIRE TO BE COMPLETED:

- Part 1:** **Applicant details and information (including information re grouping/consortium bids/prime contractor/sub-contractors)**
- Part 2:** **Information and Declaration regarding minimum qualification criteria**
- Part 3:** **N/A**
- Part 4:** **Relevant Experience (and Reliance on Resources if applicable) (and information on any proposed Sub-Contractors)**
- Part 5:** **Company Resources**
- Part 6:** **Quality Management System**
- Part 7:** **N/A**
- Part 8:** **Organizational Sustainability**
- Part 9:** **Declaration of Eligibility (to be completed by each Sub-Contractor as well as Applicant, and each member of a Consortium)**

APPENDIX 2 – CONSORTIUM SUBMISSION REQUIREMENTS

APPENDIX 3 – REQUIREMENTS CONCERNING SUB-CONTRACTORS

APPENDIX 4 – APPLICANT’S STATEMENT OF CONFIRMATION ENCLOSING THE COMPLETED QUESTIONNAIRE

**IMPORTANT NOTICE/INTRODUCTION**

1. Córas Iompair Éireann (“**CIÉ**”), having its principal office at Heuston Station, Dublin 8, Ireland, is the Contracting Entity in respect of the competition the subject of this procurement process and this Pre-Qualification Questionnaire.
2. CIÉ is the statutory body charged with the provision of road and rail public transport in Ireland and has three subsidiary companies namely, Bus Átha Cliath-Dublin Bus, Bus Éireann-Irish Bus and Iarnród Éireann-Irish Rail, (the “Operating Companies”).
3. This is a competitive procurement process which CIÉ intends to conduct in accordance with the negotiated procedure under Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 (the “Utilities Directive”) and the European Union (Award of Contracts by Utility Undertakings) Regulations 2016 (the “Utilities Regulations”).
4. This document, including the Appendices, and any attachments or exhibits attached hereto (whether in electronic form or otherwise) is referred to as the “**Pre-Qualification Questionnaire**” or “**PQQ**”. The questionnaire to be completed by Applicants in Appendix 1 is referred to as the “**Questionnaire**”.
5. The “**Applicant**” is an individual, a single legal entity, a consortium or grouping of persons or legal entities (however constituted) who have expressed an interest in this competition and who wish to be considered for the contract award and the next stage of the process, and who are further referred to in section 2 of this PQQ.
6. Direct or indirect canvassing of, or any attempt to procure information from, any of CIÉ’s employees or agents or the employees or agents of any of CIÉ’s Operating Companies by any potential bidder or Applicant concerning this tender may result in the disqualification of the potential bidder or Applicant from consideration for this tender.
7. The pre-qualification stage of this procurement process may be terminated at any time by notice in writing issued by CIÉ to the Applicants without any liability attaching to CIÉ in respect thereof and no compensation or payment of any kind shall be payable to any Applicant or any other person in the event of cancellation or termination of this procurement process. CIÉ is not liable for Applicants’ costs or expenses arising in connection with this pre-qualification stage or any other stage of this procurement process, irrespective of the outcome of this competition, or if the competition is cancelled, terminated or postponed.
8. Neither CIÉ nor any of its directors, officers, managers, employees, advisers, servants or agents, warrant or represent that this document, or any other information given to Applicants, is accurate or complete, and they do not accept liability for any error, misstatement, or omission (negligent or otherwise) in this document, or in any other information given to Applicants. Neither CIÉ nor any of its directors, managers, officers, employees, advisers, servants or agents owes any duty of care to any recipient of this PQQ either in relation to this PQQ or any other information that an Applicant may receive at any time.
9. Nothing herein or in any communication made between CIÉ and any potential service provider in connection with this PQQ, shall be relied upon as constituting a contract, agreement or representation that any contract shall be offered in accordance herewith. CIÉ reserves the right to change without notice the basis of, or the procedures for, the competitive tender process or to terminate the process at any time. Under no circumstances shall CIÉ incur any liability in respect thereof.
10. The PQQ and information or statements contained herein and/or supplied hereunder shall be treated as private and confidential. Applicants must not disclose the fact that they have been invited to submit a PQQ or release details of the PQQ, including any information or statements contained herein and/or



supplied hereunder to third parties other than on a confidential and a strict need-to-know basis to those with whom they need to consult solely for the purpose of preparing or submitting the PQQ.

**1. DESCRIPTION OF THE CONTRACT BEING PROCURED****1.1 NAME OF CONTRACT AND SUMMARY OF REQUIREMENTS**

This is a call to competition by CIÉ for the procurement of Strategic Delivery Partner Services for the CIÉ Group (the "Contract").

OVERVIEW OF SERVICES

This is a call to competition by IÉ for the procurement of Strategic Delivery Partner services to deliver expert advice and assistance to CIÉ. (the "Contract") on or about 29th June 2026 in the official Journal of the European Union (OJEU) via E-tenders Reference Number RFT: 8519671.

Córas Iompair Éireann (CIÉ), was founded on 1st January 1945 under the Transport Act 1944. From 2nd February 1987, under the Transport (Re Organisation of Córas Iompair Éireann) Act, 1986, three CIÉ subsidiaries were established:

- Bus Átha Cliath–Dublin Bus which operates Dublin City bus services.
- Bus Éireann–Irish Bus which operates provincial bus services, Expressway and city bus services in Cork, Limerick and Galway.
- Iarnród Éireann–Irish Rail which operates rail services, including the cross-border Enterprise services operated jointly with Northern Ireland Railways. It also operates Rosslare Harbour.

CIÉ Group also includes:

- CIÉ Tours, Ireland's leading inbound tour operator, with customers travelled with the company across Ireland, Britain, Iceland and Italy.
- CIÉ Holding Company provides shared services across the Group and manages a large property portfolio.

Each company operates under its own leadership teams, governance structures, operational priorities, constraints and existing transformation initiatives. The CIÉ Group is Ireland's largest public transport provider, with over 13,000 staff, the Group carried over 335 million passengers in 2025. The Group works closely with the Department of Transport, the National Transport Authority and other key stakeholders.

Vision 2030 is a Group-wide programme that will require strong alignment across strategy, delivery and external stakeholders. Success will depend on clear understanding of the strategic and operational context across the organisation, as well as the ability to work credibly with senior leaders and build strong relationships across the Group.

CIÉ Group requires a single strategic delivery partner to provide integrated support across the five companies in the Group. Given the scale, complexity and cross-Group nature of Vision 2030, the appointed partner must combine strong strategic capability with practical delivery support, operational credibility with senior leadership, and work effectively across a multi-entity environment with differing priorities, governance arrangements and operating contexts.

The appointed delivery partner must be able to work across strategy, governance, implementation and communications in a joined-up way, and to operate effectively at Group, company and programme level.

1.2 DURATION OF CONTRACT AND FORM OF CONTRACT

It is intended that the term of the Contract the subject of this competition will be one (1) year with the option to extend by two years on a yearly basis at CIÉ's discretion. The Contract Notice is referred to in Section 3.1 of this PQQ.



The form of Contract will be issued with the Invitation to Tender (ITT) to all Applicants who pre-qualify for the ITT stage of the competition, under this PQQ, subject to CIÉ's decision (in its sole discretion) to proceed to the ITT stage of the competition.

2. THE APPLICANT

2.1 INDIVIDUALS/ ENTITIES/GROUPS/CONSORTIUM

The Applicant may be an individual, a single legal entity, a consortium or grouping of persons or legal entities (however constituted).

The Applicant must set out its proposed structure in Part 1 of the Questionnaire (in **Appendix 1**).

A consortium or grouping of persons or legal entities is referred to in this PQQ as a "**Consortium**". If an Applicant consists of a Consortium, a single nominated entity who is authorised to represent all members of the Consortium must be identified in Part 1 of the Questionnaire.

Where the Applicant consists of a Consortium, the Applicant must refer also to **Appendix 2** (requirements concerning Consortium Groups) and all members of the Consortium must complete a Questionnaire.

Note that a Consortium could also have sub-contractors in its group, who are being specifically designated as members of the Consortium and this needs to be identified by the Applicant where this is the case.

Where an Applicant consists of a "Prime Contractor" and a "Sub-Contractor", and they are not coming together in a group to form a consortium, this is not deemed to be a "Consortium" for the purposes of this PQQ and the Questionnaire must be completed by the Prime Contractor only but note the requirements concerning Declarations (section 2.4 of this PQQ) and Reliance on Resources (section 2.3 of this PQQ).

Reference should be made to **Appendix 3** (requirements concerning Sub-Contractors) and note that the information concerning Sub-Contractors required by Appendix 3 will be required where Sub-Contractors form part of a Consortium and where Sub-Contractors do not form part of a Consortium.

In the case of any changes to any Consortium, please refer to section 2.5 of this PQQ.

In order to qualify for the next stage of the competition, all Applicants must satisfy the "**Selection Criteria**" set out in section 5 of this PQQ.

2.2 SUB-CONTRACTORS

Firstly, Applicants must clearly identify in Part 1 of the Questionnaire, if they are proposing any persons/entities to act as a Sub-Contractor(s).

Secondly, Applicants must also identify in Part 1 of the Questionnaire if the proposed Sub-Contractor is also to be part of a Consortium or not. If a Sub-Contractor is also a member of a Consortium, it must complete a Questionnaire like all other members of the Consortium. If a proposed Sub-Contractor is not part of a Consortium but proposed for sub-contracting purposes only, they need not complete a Questionnaire, but the Applicant must do so giving all information requested (however see requirements concerning Declarations (section 2.4) and Reliance on Resources (section 2.3)).

However, in all cases whether a Sub-Contractor is part of a Consortium or not, full information concerning proposed Sub-Contractors must be provided by all Applicants in Part 1 of the Questionnaire. CIÉ is entitled to seek further information about the Applicant or any Sub-Contractors at any stage of the competition.



Thirdly, please note in addition, all Sub-Contractors will be required to complete and return a Declaration of Eligibility relating to the exclusion grounds under procurement law, referred to in Part 8 of the Questionnaire, whether they are part of a Consortium or not (refer to section 2.4 of this PQQ).

Fourthly, Applicants must clearly identify in Part 1 of the Questionnaire, whether they propose to rely on a Sub-Contractor's resources for the purposes of fulfilling any of the Selection Criteria (refer to section 2.3 below on reliance on resources). If an Applicant is not relying on a Sub-Contractor for the purposes of fulfilling any of the Selection Criteria but is still putting forward this person/entity as a Sub-Contractor for sub-contracting purposes only, this needs to be confirmed in Part 1 of the Questionnaire.

If there are grounds for mandatory exclusion of any Sub-Contractor, then the Sub-Contractor must be replaced. If the grounds for exclusion fall into the discretionary category, CIÉ may require the Applicant at its discretion, to replace the Sub-Contractor.

Applicants should note that the Contract does not allow for the entire obligations of the contractor to be sub-contracted but part only, and also note that any sub-contracting under the Contract is at the sole discretion of CIÉ who may withhold its consent.

In the case of any changes to Sub-Contractors, please refer to section 2.5 of this PQQ.

2.3 RELIANCE ON RESOURCES

If any Applicant wishes to rely on the resources of any other person or other entity or entities, (including for example, any Sub-Contractors), in order to meet any of the Selection Criteria set out in section 5 of this PQQ, including any minimum qualification criteria, it may do so whatever the nature of the legal link between the Applicant and those persons or entities PROVIDED the Applicant complies with the requirements of Article 79 of the Utilities Directive.

If an Applicant seeks to rely on the resource of any other person or entity to fulfil any of the Selection Criteria:

- (a) the Applicant must set out in Parts 1, 2, 4, 5, 6 and 7 of the Questionnaire its detailed responses as to what are the precise arrangements by which it proposes to rely on the capacity and resources of other persons or entities, if this arises, and this must be completed in the case of each of the Selection Criteria including minimum qualification criteria referred to in section 5 of this PQQ, where it proposes to do so, and the relevant Parts of the Questionnaire must be completed in detail in relation to reliance on resources where this is relied upon by the Applicant;
- (b) a Declaration of Eligibility relating to the exclusionary grounds under procurement law, in the form set out in Part 8 of the Questionnaire, must be completed by all third parties (including any Sub-Contractors) whom the Applicant intends to rely on for the purposes of fulfilling any of the Selection Criteria (including the minimum qualification criteria);
- (c) the Applicant must prove to the satisfaction of CIÉ that the necessary resources will be made available to it, for the purposes of fulfilling the Contract and in this regard CIÉ may require a legally binding Letter of Undertaking/Letter of Support from such other third party confirming that it will provide the necessary support to the Applicant for the purposes required by the Applicant. This Letter of Undertaking /Letter of Support must be executed as a deed or otherwise by a duly authorised person who is duly authorised to bind the third party and must specifically refer to this competition and the name of the Contract, name of Applicant, and nature of resources being provided by the third party that the Applicant proposes to rely on;
- (d) the Applicant must provide such other evidence and supporting documentation on request from CIÉ, that is sufficient to demonstrate that it can satisfy the Selection Criteria or any one of them, and in relation to any reliance on resources of any third party.

If the above conditions are not met, the Applicant shall be excluded from further participation in the competition.



Please also see item (8) of section 4.1 of this PQQ.

2.4 DECLARATIONS

The Applicant must complete a Declaration of Eligibility (Part 9 of the Questionnaire).

All members of a Consortium must complete a Declaration of Eligibility (as well as completing the Questionnaire) and they must be returned by the Applicant.

All Sub-Contractors being proposed (whether part of a Consortium or not) must complete a Declaration of Eligibility and they must be returned by the Applicant.

All persons whom an Applicant relies on for resources, in order to fulfil any of the Selection Criteria (including any minimum qualification criteria), must complete a Declaration of Eligibility (including any Sub-Contractor whose resources are being relied upon) and they must be returned by the Applicant.

2.5 CHANGES

CIÉ has the right to verify any information or documentation received at any stage of the competition.

Where there is any change or proposed change in the details concerning an Applicant or any Sub-Contractor, all such changes must be notified in writing to CIÉ. CIÉ will assess any proposed change against the applicable Selection Criteria, to ensure all requirements continue to be met. In any instance, where the proposed change fails to continue to meet all requirements this will result in the rejection of the proposed change.

3. THE PROCUREMENT PROCESS

IE published a call to competition on behalf of CIÉ for the **Strategic Delivery Partner Services to the CIÉ Group** under Reference Number: 9895 on OJEU and the Irish E-Tenders website, www.etenders.gov.ie.

3.1 TWO-STAGE PROCESS

The procurement process for the award of this Contract consists of 2 distinct stages: a pre-qualification stage and a tender stage (or award stage). The pre-qualification stage process, conditions and Selection Criteria are detailed in this document.

3.2 SHORTLISTING PROCESS

CIÉ intends to establish a shortlist of pre-qualified Applicants for the tender stage. CIÉ reserves the right not to include all Applicants who meet the Minimum Qualification Score for each of the Selection Criteria on the shortlist, limiting the maximum number of applicants to five we will bring forward to Tender stage. However, CIÉ reserves the right to increase this number at its sole discretion if the quality of submissions warrants such action, such as where there are multiple high-scoring applications of comparable merit. The decision regarding the final number of shortlisted Applicants rests entirely with CIÉ and will be based on the quality, completeness, and suitability of the submissions received.

3.3 TENDER PROCESS

The tender stage, or award stage, of this procurement process will commence when CIÉ issues an ITT to each Applicant that has been shortlisted under this PQQ. If CIÉ decides (in its absolute discretion) to proceed to tender stage, it will provide each shortlisted Applicant with the following information, as part of the documentation making up the ITT:

- (a) the procedures to be followed during the tender stage/award process including the award criteria and evaluation methodology;
- (b) the draft of the form of Contract;



- (c) the scope of services for the Contract.

Applicants should note that those who have been shortlisted to proceed to tender stage, will be required to comply with the insurance requirements of the Contract and be required to be in possession of and produce a Tax Clearance Certificate from the Revenue Commissioners of Ireland at time of contract award.

3.4 PROPOSED TIMESCALE AND ANTICIPATED PROGRAMME

CIÉ expects to undertake this procurement process in accordance with the indicative timescale and programme set out below:

ACTIVITY/MILESTONE	ANTICIPATED DATE
RETURN OF COMPLETED PQQS	29th July 2026
ISSUE OF ITT (INVITATION TO TENDER)	Mid-August 2026
RETURN OF TENDERS	September 2026
CONTRACT AWARD/ISSUE OF NOTIFICATIONS TO TENDERERS	November 2026

3.5 REGULATORY FRAMEWORK

This is a competitive procurement process which CIÉ intends to conduct in accordance with the negotiated procedure under the Utilities Directive and the Utilities Regulations.

4. PROCEDURAL REQUIREMENTS

The Questionnaire must be completed in the prescribed form. Failure to provide the requested information, omission of supporting documentation and the provision of incomplete or misleading information may result in exclusion from the procurement process. A summary of the procedure for pre-qualification of Applicants under this procurement process is as follows:

- (a) each Questionnaire returned will be checked to ensure that the Applicant has complied with any applicable procedural requirements and that the Questionnaire has been submitted on or before the Closing Date (as defined in Section 4.2) and is complete. Applicants who do not comply may be eliminated at this point;
- (b) each Questionnaire will be checked to see if any of the mandatory or discretionary exclusionary criteria apply to it (refer to the Declaration at Part 9 of Questionnaire);
- (c) each Questionnaire will be checked to ensure that the Applicant complies with the pre-conditions for pre-qualification set out in section 4.1 of this PQQ. Applicants who do not comply may be eliminated at this point;
- (d) each Questionnaire will be checked to ensure that the Applicant meets the minimum qualification criteria which are set out in section 5.1 of this PQQ. Applicants who do not meet the minimum qualification criteria will be eliminated at this point;
- (e) all Applicants who have passed the previous stages set out above, will then proceed to be evaluated under the further shortlisting criteria set out in section 5.2 of this PQQ and a further evaluation or shortlisting exercise will be carried out at this stage;
- (f) CIÉ will then inform Applicants in writing of the outcome of the pre-qualification procedure and will inform Applicants whether or not they have been shortlisted; and



- (g) Applicants who have been shortlisted will be invited to tender and issued with the ITT documentation, if CIÉ decides (in its sole discretion) to proceed to tender.

4.1 PRE-CONDITIONS FOR QUALIFICATION AND SHORTLISTING

(1) Completion of Appendix 1 (Questionnaire)

Applicants must complete all Parts of Appendix 1 (the Questionnaire). For evaluation purposes, CIÉ can only consider the information as provided by the Applicant. For the avoidance of doubt, nothing in this PQQ shall preclude the submission by an Applicant of a European Single Procurement Document referred to in Regulation 59(1) of the European Union (Award of Public Authority Contracts) Regulations 2016;

- (2) Declaration in Part 2 of the Questionnaire relating to meeting the minimum qualification criteria, is required to be completed by Applicants and any other entity on whom reliance on resources is sought to be relied upon;

- (3) Declaration in Part 9 of the Questionnaire relating to mandatory exclusionary criteria and discretionary exclusionary criteria is required to be completed by the Applicant and any other party on whom reliance on resources is sought to be relied upon and by all Sub-Contractors;

- (4) Statement of Confirmation (Appendix 4) is required to be completed by the Applicant and furnished to CIÉ with the completed PQQ, confirming acceptance of the terms and conditions of this PQQ and confirming that all declarations and information have been submitted;

- (5) Consortium Submission Requirements (Appendix 2) is required to be completed by the Applicant, where applicable;

- (6) Requirements Concerning Sub-Contractors (Appendix 3) are required to be complied with by the Applicant, where applicable;

- (7) Conflicts of Interest: the Applicant including all its members where it is a grouping or consortium, must be able to comply with CIÉ's policy on conflicts of interest (as set out in section 7.6 of this PQQ), as a pre-condition for qualification;

- (8) Verification: CIÉ reserves the right to seek verification from any Applicant, at any stage during the competition, (including the pre-qualification stage, invitation to tender stage and contract award stage) in relation to any item, data or information supplied or in relation to any item referred to in any of the Declarations and statements to be completed and referred to in the Appendices to this PQQ, and to seek verification of evidence of any remedial measures taken by the Applicant to demonstrate its reliability despite the existence of a relevant exclusionary ground, as such reliability measures as are referred to in 57(6) of the Public Sector Directive (2014/24/EU) which is referenced in Article 80(1) of the Utilities Directive, and/or to verify its compliance with the Selection Criteria set out herein and seek supporting documents/references/clarifications.

If an Applicant, at any stage during the competition, refuses to provide evidence which is considered by CIÉ to be sufficient to demonstrate (a) compliance with the Selection Criteria or (b) the Applicant's reliability despite the existence of a relevant exclusionary ground, it shall be excluded from the competition, and this shall include evidence required in relation to any member of a consortium or in relation to any entity on whom the Applicant relies in order to fulfil any of the Selection Criteria.

CIÉ reserves the right to require the Applicant to replace any entity who does not fulfil the Selection Criteria, or in respect of which a ground for exclusion exists, and remedial measures produced are not satisfactory in the opinion of CIÉ (in its absolute discretion). Where an Applicant is required to replace an entity in respect of which there are grounds for exclusion (on whom it is seeking to rely),



and the replacement entity does not fulfil the Selection criteria or is also an entity in respect of which there are grounds for exclusion, the Applicant may be excluded from the competition.

4.2 FORMAT OF PQQ SUBMISSIONS, RETURN OF PQQ AND CLOSING DATE

PQQ submissions and the duly completed Questionnaire, including all relevant supporting documentation, should be submitted via the electronic postbox on www.etenders.gov.ie (the “Electronic Postbox”) on or before the time and date specified on the front cover of this PQQ (the “Closing Date”) (time is taken as standard time according to the Standard Time Act 1968, as amended by the Standard Time (Amendment) Act 1971 and any subsequent amendment or enactment). Only PQQs submitted to the Electronic Postbox will be accepted. PQQs submitted by any other means (including, but not limited to, by email, fax, post or hand delivery) will not be accepted.

PQQs cannot be submitted via the Electronic Postbox after the Closing Date. Applicants must ensure that they give themselves sufficient time to upload and submit all required documentation before the Closing Date. Applicants should take into account that upload speeds vary. There is a maximum of 4GB for the total (combined) documents sent to the Electronic Postbox. In order to submit a document to the Electronic Postbox, the Applicant must click “Submit Response”. Applicants should note that the “Submit Response” button will be disabled automatically upon the expiration of the Closing Date.

Applicants are reminded that failure to complete the PQQ in full and to provide the requested information, or the provision of incomplete, false or misleading information may, at the discretion of CIÉ, result in the Applicant’s exclusion from this tender process.

The PQQ must be completed as laid out and must not be altered in any way. Supporting documentation should be attached to the completed PQQ and should be clearly labelled. Supporting documentation must be concise, relevant to the question asked and in accordance with the limits specified in this PQQ.

Appendix 1	Questionnaire	SUBJECT MATTER OF PART
	Part 1	Applicant Details and Information
	Part 2	Information and Declaration re Minimum Qualification Criteria
	Part 3	N/A
	Part 4	Technical/Professional Ability: Relevant Experience
	Part 5	Technical/Professional Ability: Company Resources
	Part 6	Quality Management System
	Part 7	N/A
	Part 8	Organizational Sustainability
	Part 9	Declaration of Eligibility
Appendix 2	Consortium Submission Requirements (where applicable)	
Appendix 3	Requirements Concerning Sub-Contractors (where applicable)	
Appendix 4	Applicant’s Statement of Confirmation enclosing completed PQQ	

All electronic copies must be in PDF portable document format. The Questionnaire as submitted, must identify where text should be supported by additional information in the form of, for example, management and contract structure charts. Applicants are required to provide all details which they consider necessary to provide a sufficient response to each Part and Appendix of the PQQ including client contact details where requested.

**5. SELECTION CRITERIA****5.1 MINIMUM QUALIFICATION CRITERIA**

The minimum qualification criteria that each Applicant must satisfy in order to proceed to the next stage of the qualification evaluation are as follows:

(1) Minimum Financial Qualification Criterion (see below): (PASS/FAIL)

(2) Completed Declaration of Eligibility (Part 9): (PASS/FAIL)

(A completed declaration of eligibility must be submitted by the Applicant and by any other relevant party in accordance with Part 9 of Appendix 1 of the PQQ.)

Applicants that fail to achieve a Pass mark in respect of each of the Minimum Qualification Criteria will not proceed to be evaluated under the further shortlisting criteria.

5.1.1 Minimum Financial Qualification Criterion:**TURNOVER (exclusive of VAT):**

Minimum Financial Qualification Criteria		
Minimum Qualification Criteria ¹	Weighting	Minimum Rule
1. Financial Resources	Pass/Fail	Candidates will be assessed on their Audited Accounts. They must have a turnover in excess of €2.5M in each of the past 3 years (2023, 2024 and 2025) to qualify. Audited accounts must be provided demonstrating financial stability. Applicants will be assessed on the basis of their audited accounts.
2. Declaration of Eligibility	Pass/Fail	Applicants must complete and sign the Declaration of Eligibility.
¹ Applicants that fail to achieve a Pass mark in respect of the Minimum Qualification Criteria will not proceed to be evaluated under the Further Shortlisting Criteria.		

A signed Declaration on the Minimum Qualification Criteria in the form set out in Part 2 of the Questionnaire must be submitted.

Reliance on resources to meet turnover requirement: Where the Applicant seeks to rely on the resources of any third party to meet the Minimum Financial Qualification Criterion, in addition to the requirements under section 2.3 of this PQQ, and furnish the necessary Declarations of Eligibility, it must provide evidence of the turnover for such third parties for each of the financial years listed above and prove to CIÉ that the necessary resources will be available to it when required, whether by way of a signed auditor's statement or similar.

Reliance on a Consortium Member: Where an Applicant who is a consortium, seeks to rely on the resources of a consortium member to satisfy the Minimum Qualification Financial Criterion, this must be stated in the Declaration set out in Part 2 of the Questionnaire and a letter confirming this reliance on



resources must be furnished by each other member of the Applicant and the conditions of section 2.3 (reliance on resources) must be met and the relevant Declarations furnished.

Reliance on a Sub-Contractor: Where an Applicant seeks to rely on the resources of a Sub-Contractor, where it is not part of a Consortium, to satisfy the Minimum Qualification Financial Criterion, this must be stated in the Declaration set out in Part 2 of the Questionnaire and the conditions of section 2.3 (reliance on resources) must be met and the relevant Declarations furnished.

Parent company: Where the Applicant is a subsidiary and relying on its parent company to meet the Minimum Qualification Financial Criterion, the details required by this section must also be provided by the parent company, and a Declaration of Eligibility from the parent company provided in accordance with section 2.3 of this PQQ.

CIÉ reserves the right to conduct any due diligence checks to assess financial capacity to undertake the services.

5.2 FURTHER SHORTLISTING CRITERIA

The following table sets out the further shortlisting criteria in respect of the technical and professional ability of Applicants. The scoring methodology allocated to these criteria is set out in section 6 of this PQQ.

In order to be considered for selection, Applicants must score a minimum of 40% of the marks available for each of the criteria (the “**Minimum Qualification Score**”).

CIÉ reserves the right to seek feedback from the client references provided.

Further Shortlisting Criteria			
Technical and Professional Ability Criteria	Weighting	Minimum Qualification Score	Minimum Rule
1. Relevant Experience	60% 600 marks	40% 240 marks	Applicants must provide details of three (3) relevant current or completed contracts undertaken within the last five (5) years that demonstrate their capability to act as a Strategic Delivery Partner. The examples provided should evidence experience in delivering specialised, integrated support that combines strategic advice with practical implementation and delivery. The contracts should be comparable in scale, complexity, and governance arrangements to the requirements outlined in this Pre-Qualification Questionnaire. Applicants should clearly describe their role, the scope of services provided, the outcomes achieved, and how the experience is relevant to the services being procured A Minimum Qualification Score of 40% of the marks available for this criterion must be achieved in respect of this criterion.
2. Company Resources	30% 300 marks	40% 120 marks	Applicants must demonstrate their organisational resources and capacity to deliver the services set out in Section 1 of the Pre-Qualification Questionnaire. Applicants shall provide details of their corporate



			capability, including the size and structure of the organisation, confirmation of the total number of employees employed by the Applicant, and an organisational chart setting out reporting lines and job titles. Applicants shall also describe the breadth of in-house capabilities and specialist disciplines available within the organisation. A Minimum Qualification Score of 40% of the marks available for this criterion must be achieved in respect of this criterion.
3. Quality Management Systems	5% 50 marks	40% 20 marks	Applicants must provide details of their quality management system(s), in-house or otherwise, which demonstrate that they have adequate measures in place to ensure the delivery of a quality service. The Applicant's response must include, as a minimum; • the Applicant's current quality management policy (process and procedures) signed and dated by the appropriate person on behalf of the Applicant and including the policy's next review date; • any documents and records that would demonstrate that the Applicant has a satisfactory quality management system, processes and effective compliance control measures in respect of the quality management system A Minimum Qualification Score of 40% of the marks available for this criterion must be achieved in respect of this criterion.
4. Organisational Sustainability	5% 50 marks	No minimum marks	Applicants must provide details of their approach to environmental, social and governance (ESG) responsibility which demonstrate the Applicant's relevant competence and experience in providing services in an environmentally and socially conscious manner. The Applicant's response must include, as a minimum, details of the Applicant's: • strategy and reporting on ESG matters; and • current inhouse or externally certified systems to ensure environmental and social responsibility in its activities.
TOTAL	100% 1000 marks		



Reliance on resources – If the Applicant is relying on the resource of any third party/Sub-Contractor/Consortium member to fulfil the Technical and Professional Selection Criteria, full details are required as per section 2.3 of the PQQ and Part 4 Questionnaire. In particular, if experience of any Sub-Contractor or third party/Consortium member is being relied upon to fulfil the Selection Criteria, relevant examples of experience of the Sub-Contractor/Consortium member/ third party should be provided in Part 4 and in relation to resources, the details should be provided in Part 5 of the Questionnaire.

6. SCORING METHODOLOGY FOR SELECTION CRITERIA (other than the Minimum Qualification Criteria which is Pass/Fail)

Applicants should refer to the scoring methodology in this section 6 for details on how marks are awarded for the further shortlisting criteria set out in section 5.2 of this PQQ.

SCORING METHODOLOGY (Selection Criteria 1-2 (inclusive))		
Score	% of total mark available	Comment
5	100%	Excellent - Overall, the response is excellent and relevant. The response is comprehensive and demonstrates a thorough understanding of the criterion and provides details on how the criterion will be satisfied to a very high standard.
4	80%	Very Good - Overall, the response is very good and relevant. The response demonstrates a very good understanding of the criterion and provides details on how the criterion will be satisfied to a high standard.
3	60%	Good - Overall, the response is good and relevant. The response demonstrates a good understanding of the criterion and provides details on how the criterion will be satisfied to a good standard.
2	40%	Acceptable - Overall, the response is acceptable and relevant. The response demonstrates an acceptable understanding of the criterion and provides details on how the criterion will be satisfied to an adequate standard.
1	20%	Poor - Overall, the response is poor and only partially relevant. The response addresses the criterion in part but contains insufficient /limited detail or explanation to demonstrate how the criterion will be satisfied.
0	0%	Unacceptable - Nil or inadequate response. The response fails to satisfy the criterion in very significant respects.

SCORING METHODOLOGY (Selection Criterion 3 - Organizational Sustainability)		
Score	% of total mark available	Comment
5	100%	Excellent -The applicant has demonstrated that they have an excellent understanding of their sustainability obligations and their full commitment to embedding sustainability into their operations.
4	80%	Very good- The applicant has demonstrated that they have a very good understanding of their sustainability obligations and a commitment to embedding sustainability into their operations.



3	60%	Good-The applicant has demonstrated that they have a good understanding of their sustainability obligations and are working towards implementation in their operations.
2	40%	Acceptable - The applicant has demonstrated that they have an acceptable understanding of their sustainability obligations and are working towards implementation in their operations.
1	20%	Poor - The applicant has not demonstrated that they understand their sustainability obligations, nor are they working towards implementation or have any commitment to embed sustainability into their operations.
0	0%	Unacceptable - No Submission

Failure to meet the Minimum Qualification Score under the further shortlisting criteria set out in section 5.2 shall result in disqualification.

7. **GENERAL CONDITIONS**

7.1 **INTERVIEWS/PRESENTATION MEETINGS**

Applicants may be requested to attend interviews in Dublin, Ireland in order to provide clarifications in relation to any information submitted pursuant to the requirements of this PQQ, at their own cost and CIÉ shall not be liable for the costs or expenses of any Applicant attending in Dublin for such interviews.

7.2 **FURTHER INFORMATION/QUERIES AND CLARIFICATIONS**

7.2.1 All queries directly related to the PQQ must be submitted via the messaging facility on www.etenders.gov.ie, to arrive not later than 10 Working Days before the Closing Date (as defined in section 4.2). It is the Applicant's responsibility to ensure that all queries are received by CIÉ.

7.2.2 CIÉ has no obligation to respond to queries.

7.2.3 Subject to section 7.2.2, copies of all queries submitted pursuant to section 7.2.1 and CIÉ's answers will be circulated to all Applicants, via the messaging facility on www.etenders.gov.ie, no later than 7 days before the Closing Date.

7.3 **CONFIDENTIALITY AND CONFIDENTIAL OR POTENTIALLY CONFIDENTIAL QUERIES/ANNOUNCEMENTS**

If an Applicant believes a query relates to a confidential or commercially sensitive matter it must clearly state, the reason why the Applicant considers its query "confidential" or "commercially sensitive" and must mark its query as "Confidential" and/or "Commercially Sensitive".

Where CIÉ is satisfied, in its sole discretion, that the query/request and/or its response should properly be regarded as confidential or commercially sensitive, the nature of the query/request and its response shall be kept confidential (subject to the requirements of any law or applicable requirements).

Where CIÉ is of the opinion that it would be inappropriate to answer the query/request on a confidential basis, it will notify the Applicant and require the Applicant to either withdraw the query or to raise any objection within three (3) Working Days of such notification and state grounds for its objection.

Where the Applicant does not withdraw the query/request or raise any objection within the specified period, or CIÉ is of the opinion that, notwithstanding the objection of the Applicant the query/request is not confidential or commercially sensitive, CIÉ may include the query/request and its response to all Applicants in the relevant circular/notice. The identity of Applicants raising individual queries will not be disclosed in such circular/notices.



Subject to the above, it is a requirement of CIÉ that all exchanges shall be kept confidential by the Applicants and not disclosed to any person, save as may be required by law. Applicants will also be asked to enter into Confidentiality Undertakings/Agreements should it become appropriate to release confidential information to them. CIÉ requires that all information provided by Applicants or by CIÉ or IE pursuant to this PQQ be treated in strictest confidence by Applicants, and by submitting an application, Applicants shall be deemed to so acknowledge and agree.

CIÉ has the right to disclose to any party information concerning the Contract, the identity of the Applicants this procurement process and the qualification and tender documentation at any time that is allowed under applicable law.

7.4 FREEDOM OF INFORMATION

Applicants should note that information provided by Applicants during this tender process may be liable to be released under the Freedom of Information Act 2014 (the "FOI Act"). Therefore, where Applicants consider any information which they provide during this tender process to be confidential and/or commercially sensitive, Applicants should, when providing such information, clearly identify the same and specify the reasons for its confidentiality and/or commercial sensitivity. Information which is not identified as confidential and/or commercially sensitive is liable to be released under the FOI Act without further consultation with Applicants.

7.5 DATA PROTECTION

7.5.1 For the purpose of this section 7.5:

7.5.1.1 "Data Protection Legislation" means all applicable data protection laws, including, but not limited to, the Data Protection Acts 1988 to 2018, the European Communities (Electronic Communication Network and Services) (Privacy and Electronic Communications) Regulations 2011, the General Data Protection Regulation (Regulation (EU) 2016/679) (the "GDPR"), as amended or replaced from time to time, and any other legislation, codes of practice, guidance and/or opinions regarding data protection; and

7.5.1.2 "Controller", "Data Subject", "Personal Data" and "Processing" have the meaning assigned to each of those terms in Data Protection Legislation.

7.5.2 CIÉ shall be the Controller of any Personal Data required to be provided by an Applicant in response to the PQQ.

7.5.3 The Applicant, as Controller in respect of any Personal Data provided by the Applicant in the Applicant's PQQ submission, must confirm in the Statement of Confirmation (Appendix 4) that all Data Subjects whose Personal Data is provided by the Applicant have consented to the Processing of such Personal Data by the Applicant, CIÉ, IE, CIÉ's evaluation team and the supplier of the etenders.gov.ie website for the purposes of the Applicant's participation in this procurement process or that the Applicant otherwise has a legal basis for providing such Personal Data to the said persons for the purposes of the Application's participation in this procurement process and that the Applicant shall provide evidence of such consent and/or legal basis to CIÉ upon request.

7.6 CONFLICTS OF INTEREST

- (1) It is a pre-condition for each Applicant to pre-qualify that it complies with CIÉ's policy on conflict of interest set out in this PQQ.
- (2) Applicants must inform their proposed consortium members, subcontractors, entities being relied upon and advisors of the provisions of this section 7.6. No entity may be involved with (including acting as advisor to) more than one Applicant without the prior approval of CIÉ. Where any entity



wishes to participate in (or act as an advisor to) more than one Applicant, or wishes to tender both in its own right and with another Applicant, it is the responsibility of that entity to ensure that it has, as soon as possible and in any event no later than twenty-one (21) calendar days in advance of the Closing Date for PQQ submissions, notified each Applicant with which it is participating that it is proposing to be involved with more than one Applicant (and it must be able to produce evidence of this communication with each Applicant to CIÉ, upon request). Upon being notified of this proposed multiple participation, each Applicant with whom the entity is proposing to work is responsible for notifying CIÉ. Any proposed involvement with more than one Applicant must be notified to CIÉ as soon as possible and in any event at least fifteen (15) calendar days prior to the Closing Date for PQQ submissions. CIÉ will take such steps as it considers appropriate, which may include prohibiting the entity from being involved with more than one Applicant or making such involvement conditional on certain conditions being met. Applicants shall not, without the prior approval of CIÉ, enter into exclusive arrangements with any entity where the entity is a supplier of proprietary parts or services which are required for the performance of the Contract and which are not generally available in the marketplace. Where an Applicant is already party to such an exclusive arrangement as of the date of publication of the Pre-Qualification Questionnaire and/or Invitation to Tender, the Applicant must inform CIÉ promptly and CIÉ will take such steps as it considers appropriate.

- (3) Applicants' particular attention is drawn to the provisions of the Competition Acts 2002 to 2022. These Acts make it a criminal offence for Applicants to collude on prices or terms in a public tendering procedure. Please note that should CIÉ become aware of direct or indirect communications (through trade associations or otherwise) between Applicants relating to the Contract, or which might facilitate price collusion, or of any other breach or potential breach of the Competition Acts 2002 to 2022, CIÉ may disqualify such Applicant(s) and may notify the matter to the Competition and Consumer Protection Commission with the recommendation that action be taken against such Applicants.
- (4) Any conflicts of interest or potential conflicts of interest that an Applicant (or any member of an Applicant) has with CIÉ or any member of the CIÉ Group of Companies, or with any other Applicant must be fully disclosed to CIÉ, as soon as they become apparent.
- (5) No Applicant, nor any member of an Applicant, nor any of an Applicant's advisers, consultants, servants or agents may currently be or have been in the past, an adviser, contractor, consultant, servant or agent to CIÉ in relation to the subject of this procurement process without CIÉ's approval. In such circumstances all relevant information must be disclosed to CIÉ in advance (on or prior to the Closing Date for PQQ submissions) and CIÉ will advise, in its absolute discretion, on the appropriate course of action in accordance with Article 66 of the S.I. No. 286/2016 – European Union (Award of Contracts by Utility Undertakings) Regulations 2016.
- (6) In the event of any conflict or potential conflict of interest, CIÉ may invite Applicant(s) to propose the means or mechanisms by which the conflict or potential conflict may be resolved or dealt with and clarify any mitigation systems in place to deal with any conflicts of interest or potential conflicts of interest and to provide supporting documentation in relation to such mechanisms or mitigation systems.
- (7) CIÉ will, in its absolute discretion, decide on the appropriate course of action which may, in appropriate circumstances, include elimination of an Applicant(s) from this competition and/or terminating any contract entered into with an Applicant or CIÉ may permit the situation to continue provided and conditional upon certain safeguards being put in place and being observed.



- (8) CIÉ will regard as a conflict or potential conflict of interest any situation where an Applicant or a member of an Applicant group (or an adviser, contractor, consultant, servant or agent to an Applicant or a member of an Applicant group) is or has been:
- (a) an adviser, contractor, consultant, servant or agent to another Applicant or a member of another Applicant group; or
 - (b) a member of another Applicant group,
- or any other situation where an Applicant or a member of an Applicant group has directly or indirectly a financial, economic or other personal interest which might be perceived as a conflict of interest or potential conflict of interest.
- (9) Any “registrable interest” as defined in the Ethics in Public Office Acts, involving the Applicant and/or CIÉ or any member of the CIÉ Group, or any member of the Government or Oireachtas or their relatives, must be fully disclosed when responding to this PQQ, or should be communicated to CIÉ immediately where such information becomes known to the Applicant only after submission of a response and duly completed PQQ, and prior to the award of any contract, and CIÉ will, in its sole discretion, decide on the appropriate course of action, which may in appropriate circumstances, result in the Applicant being eliminated from this competition or in any contract with the Applicant being terminated. “Registrable interest” and “relative” are as defined in the Ethics in Public Office Acts.

7.7 ANTI-COLLUSION/INDUCEMENTS/INTERFERENCE

Applicants are strictly prohibited from discussing any aspect of their application with any other Applicants or otherwise exchanging information or colluding in respect of any matter relating to this procurement process and this competition. Any Applicant (or any member of any Applicant) who fails to comply with this requirement may be disqualified.

7.8 GOVERNING LAW AND JURISDICTION

This PQQ shall in all respects be governed by and construed in accordance with the laws of Ireland. Applicants irrevocably agree for the benefit of CIÉ that the courts of Ireland have exclusive jurisdiction to hear and decide any suit, action or proceedings and to settle any disputes which may arise out of or are in connection with this PQQ, and, for these purposes, irrevocably submit to the jurisdiction of the courts of Ireland.

**APPENDIX 1 - PRE-QUALIFICATION QUESTIONNAIRE****GUIDANCE NOTE**

Appendix 1: The Applicant must complete and submit this Questionnaire. This Questionnaire is divided into 8 Parts, all of which must be completed unless otherwise stated. Applicants are permitted to add additional sections to tables etc. as required. There are two Declarations in Appendix 1 (in Part 2 and Part 9) which must be completed also.

Appendix 2: Where the Applicant is a Consortium, the Applicant should note the requirements of Appendix 2 of the PQQ. EACH MEMBER of a Consortium must complete the Questionnaire in Appendix 1.

Appendix 3: Where the Applicant is proposing a Sub-Contractor, the Applicant must comply with the requirements concerning Sub-Contractors set out in Appendix 3.

Appendix 4: Applicants must complete the Statement of Confirmation set out in Appendix 4 and submit this with their fully completed PQQ.

ENGLISH LANGUAGE: All parts of the PQQ in Appendix 1, Appendix 2, Appendix 3 and Appendix 4 must be completed in the English language.

Please note that all financial information should be denominated in **euro (€)**, except where financial information is being provided in a certified supporting document such as a set of financial statements where it is sufficient for the information to remain in its original currency.

Where information is required by more than one Part in this Questionnaire, it need only be provided once BUT its location within this Questionnaire MUST be clearly referenced in all other Parts to which it relates. This does not apply to reliance on resources where the specific details of how the Applicant proposes to rely on the resources of others to meet any of the Selection Criteria (including the minimum qualification criteria, or further shortlisting criteria relating to economic and financial capacity or technical and professional ability) set out in this PQQ.

If any of the Parts in this Questionnaire are not relevant to an Applicant, please insert "N/A" or "Not Applicable". Do not leave blanks.

Unless a specific date has been included in the PQQ or Questionnaire in relation to the relevant question, where there is any reference in the PQQ or Questionnaire to experience within a previous number of years, this means experience gained within the relevant multiple of consecutive twelve (12) month periods occurring prior to the date of issue of the contract notice for the Contract.

PART 1 APPLICANT DETAILS AND INFORMATION (INCLUDING INFORMATION RE
GROUPING/CONSORTIUM BIDS/PRIME CONTRACTOR/SUB-CONTRACTORS)

The answers to the questions in Part 1 must be provided by the Applicant. If the Applicant is a Consortium, refer to Appendix 2, each member of the Consortium must complete a Questionnaire (including any Sub-Contractor who is also a member of the Consortium). The Applicant, when submitting on behalf of a Consortium must be authorised to do so on behalf of all members of the Consortium. If the Applicant is a Prime Contractor and has a Sub-Contractor, but this is not being proposed as a Consortium, but only for sub-contracting purposes, the Sub-Contractor must supply a Declaration in the form set out in Part 9.

1.1 APPLICANT

1.1	Full Company Name (full legal name)		
1.2	Business Name/Trading as:		
1.3	Incorporated under the laws of [<i>identify country of incorporation</i>]		
1.4	Registered Address/Registered Office		
1.5	Company registration number:		
1.6	Contact details for queries in relation to this questionnaire	Name	
		Email	
		Telephone	
		Company Website	
1.7	VAT Number		
1.8	Director's names and titles		
1.9	Name of Company Secretary		
1.10	Parent Company (where relevant) Details of country of incorporation, shareholding in Applicant, registered office, registered number		
1.11	Names and addresses (full legal names, and registered offices, business addresses) of parties on whose resources the Applicant is relying (if applicable)		
1.12	If the Applicant is a Consortium, confirm if the Applicant is authorised to submit this application on behalf of the Consortium	Tick: Yes No (Supply evidence of authorisation)	
1.13	If Applicant is a Consortium supply names of all members of the Consortium (including any Sub-Contractors who are members of the Consortium) and identify proposed lead members if any/roles of each member of the		



	Consortium and details as per 1.2 of this Part 1 Questionnaire	
1.14	If Applicant is a Prime Contractor with a Sub-Contractor but not a Consortium structure (i.e. sub-contracting purposes only for the Sub-Contractor), identify name of Sub-Contractor(s) and full details as per the details required for the Applicant in sections 1.1 – 1.12 inclusive of this Part 1	
1.15	Identify name, email and contact details (phone number), address, title of person who is authorised to be point of contact for CIÉ as Contracting Entity for all Consortia/groups which are not consortia (Prime Contractor and Sub-Contractor)	

1.2 APPLICANT STRUCTURE

Is the Applicant a single entity or is it a Consortium (see definition in the PQQ at section 2.1) or Prime Contractor and Sub-Contractor:

Tick as appropriate

Single Entity ☐ Consortium ☐ Prime Contractor and Sub-Contractor ☐

I/we confirm that the representative named in Part 1.1 above is authorised to act as agent on behalf of the Applicant and the principal contact for the Applicant in dealings with CIÉ.

(Please note: Power of Attorney not required at this stage)

Signed (to be completed by the Applicant and if the Applicant is a Consortium, SEPARATELY by EACH Member)

Signature and DATE	Name	Title	For and on behalf of (Member's name to be stated in full)
Signed:			
Name:			
Dated:			
Signed:			
Name:			
Dated:			
Signed:			
Name:			
Dated:			

1.3 DETAILS OF SUB-CONTRACTING ARRANGEMENTS



Details of all proposed sub-contracting arrangements, whether by a Consortium or an individual Applicant who is a Prime Contractor and proposes to use a Sub-Contractor for sub-contracting purposes only (but not as a Consortium), must be fully disclosed. Note that all sub-contracting is subject to the prior written consent of CIÉ under the terms of the Contract, in its absolute discretion, and CIÉ may withhold such consent in its absolute discretion.

Name of Proposed Sub-Contractor (full legal name, registered office, registered number, country of incorporation, trading or business name)	Role of Proposed Sub-Contractor

If the Subcontractors are members of a Consortium, they may be required to be jointly and severally liable to CIÉ for the performance of the Contract, on any contract award.

Irrevocable letters of authority from each Sub-Contractor confirming their proposed role in the Applicant, whether as Sub-Contractor only, or also members of the consortium, (in which case the sub-contractor must also complete this Questionnaire), must also be enclosed.

Where reliance on resources of any Sub-Contractor is also sought by any Applicant to meet any of the Selection Criteria, a separate legally binding letter of authority must be included with the PQQ submission in compliance with section 2.3 of the PQQ, identifying the specific nature of the reliance on resources in each case, to meet the specific Selection Criteria.

1.4 RELIANCE ON RESOURCES (to be completed separately by the Applicant or a Member)

Applicants refer to section 2.3 of the PQQ in relation to the requirements on reliance on resources to meet any of the Selection Criteria.

Tick if appropriate written evidence of such support/reliance on resources of others for

☐

Reference to where enclosed:



financial and economic capacity whether in respect of the minimum qualification financial criteria on turnover or any other Selection Criteria relating to economic and financial capacity set out in the PQQ, in compliance with section 2.3 of the PQQ

Tick if appropriate written evidence of such support/reliance on resources of others to meet any other Selection Criteria relating to technical and professional ability is enclosed, in compliance with section 2.3 of PQQ

☐

Reference to where enclosed:

NOTE: It is essential that where reliance on resources is sought from any other person or entity in respect of any of the Selection Criteria, whether of economic and financial capacity or of technical and professional ability, or both, full supporting evidence and accompanying documentation is provided in respect of each relevant Selection Criterion, and the requirements on reliance on resources are met, as per section 2.3 of the PQQ.



PART 2 (QUESTIONNAIRE) INFORMATION AND DECLARATION REGARDING MINIMUM QUALIFICATION CRITERIA
Minimum Qualification Criteria – Financial

In the case of reliance upon the financial resources of another entity (see section 5.1), **Part 2 must ALSO be completed by that other entity as well as the Declaration of Eligibility to be furnished by the third party being relied upon.**

Turnover

Please provide details of the annual turnover which must equal or exceed turnover of €2,500,000 two million and five hundred thousand in each of the past three audited financial years

Audited accounts (last four years)				
A	Date of accounting year			
B	Annual turnover €			

In the case of a Consortium, the turnover threshold must be met by the combined annual turnover of all members of the Consortium during at least two of the last three years. Please provide a reconciliation of the turnover figure quoted below to the turnover figure as per the financial statements:

For each member of the consortium					
Total					
Total per financial statements					

☐ Tick to confirm that this meets the Minimum Financial Qualification Criterion in respect of turnover as outlined in this Part 2.

☐ Tick to confirm that supporting documentation (audited financial statements and / or certified statements of turnover from an independent accountant) has been provided with reference to this Part 2. Supporting documentation MUST be provided. If an Applicant is relying on resources of another entity/entities, the same information must be provided in relation to that entity/those entities.

☐ Tick to confirm if the Applicant is relying on combined turnover of consortium members or those of other any other persons/entities, in order to meet the Minimum Financial Qualification Criterion. In the case of an Applicant that is a consortium or grouping, the turnover requirement set out above may be met by the combined annual turnover of all members of the consortium. Please provide a reconciliation of the turnover figure quoted below to the turnover figure as per the financial statements.

DECLARATION SIGNED:

BY (FULL Name)

Duly Authorised for and on behalf of:

DATED:

**PART 3 (QUESTIONNAIRE)****N/A****PART4 (QUESTIONNAIRE) RELEVANT EXPERIENCE**

Please provide details in relation to 3 **relevant contracts** completed by the Applicant or any of its Consortium members (including a Sub-Contractor) within the last 5 years in respect of each lot for which an Applicant applies. Where a Consortium is the Applicant, identify if any resources of Consortium members are being relied upon (including any Sub-Contractor who is a Consortium member) to fulfil this Selection Criterion and provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ. Relevant contracts are those most closely relating to the requirements for the Contract as detailed in this PQQ (the "Requirements"). Relevant contracts are those most closely relating to the Delivery Partner Services requirements detailed in the Pre-Qualification Questionnaire and should be comparable in scale and structure. (Applicants must indicate this contract when completing this Part 4).

Where the Applicant is a Prime Contractor with a Sub-Contractor but not a Consortium, and resources of a Sub-Contractor are being relied upon to fulfil this Selection Criteria, please provide evidence of the experience of the Sub-Contractor under at least 2 relevant contracts, and evidence of management of a supply chain by the Applicant as a Prime Contractor, and provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ.

4.1 Reference 1:

Nature of Contract	
Name of Awarding Entity	
Description of Contract obligations	
Details of contract performance and identify any elements that may have been sub-contracted.	



Nature of Contract	
Contract Value to Applicant (€)	
Number of Stakeholders involved on the contract	
Strategic and Delivery Integration	200 Word Maximum Statement – experience both developing strategy, and delivery the programme of implementing the strategy
Governance and Stakeholders Engagement	200 Word Maximum Statement – experience engaging with board level and executive level stakeholders
Complexity and Scale indicators	200 Word Maximum Statement – experience operating in with large organisation, with complex organisational structures (e.g., multiple boards and executive teams)
Statement of relevance to this requirement	400 Word Maximum Statement
Start Date	
End Date	
Contract Duration	
Name of Client Contact	
Client Contact Details	Contact Name: Address: Telephone number:

**4.4 Reference 2:**

Nature of Contract	
Name of Awarding Entity	
Description of Contract obligations	
Details of contract performance and identify any elements that may have been sub-contracted.	
Contract Value to Applicant (€)	
Number of Stakeholders involved on the contract	
Strategic & Delivery Integration	200 Word Maximum Statement – experience both developing strategy, and delivery the programme of implementing the strategy
Governance and Stakeholders Engagement	200 Word Maximum Statement – experience engaging with board level and executive level stakeholders
Complexity and Scale indicators	200 Word Maximum Statement – experience operating in with large organisation, with complex organisational structures (e.g., multiple boards and executive teams)
Statement of relevance to this requirement	400 Word Maximum Statement
Start Date	
End Date	
Contract Duration	
Name of Client Contact	



Nature of Contract	
Client Contact Details	Contact Name: Address: Telephone number:



4.5 Reference 3:

Nature of Contract	
Name of Awarding Entity	
Description of Contract obligations	
Details of contract performance and identify any elements that may have been sub-contracted.	
Contract Value to Applicant (€)	
Number of Stakeholders involved on the contract	
Strategic & Delivery Integration	200 Word Maximum Statement – experience both developing strategy, and delivery the programme of implementing the strategy
Governance and Stakeholders Engagement	200 Word Maximum Statement – experience engaging with board level and executive level stakeholders
Complexity and Scale indicators	200 Word Maximum Statement – experience operating in with large organisation, with complex organisational structures (e.g., multiple boards and executive teams)
Statement of relevance to this requirement	400 Word Maximum Statement
Nature of Contract	
Start Date	
End Date	
Contract Duration	
Name of Client Contact	
Client Contact Details	Contact Name: Address:



Nature of Contract	
	Telephone number:

PART 5 COMPANY RESOURCES

Part 5 should be completed by the Applicant and by each member of the Consortium in respect of itself. Identify if any resources of Consortium members (including any Sub-Contractor) are being relied upon (including any Sub-Contractor who is a Consortium member), by the Applicant in order to meet the Selection Criteria and provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ. Where the Applicant is a Prime Contractor with a Sub-Contractor but not a Consortium, and resources of a Sub-Contractor are being relied upon to meet the Selection Criterion, please provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ.

Applicants must demonstrate their organisational resources and capacity to deliver the services set out in Section 1 of the Pre-Qualification Questionnaire. Applicants shall provide details of their corporate capability, including the size and structure of the organisation, confirmation of the total number of employees employed by the Applicant, and an organisational chart setting out reporting lines and job titles. Applicants shall also describe the breadth of in-house capabilities and specialist disciplines available within the organisation.

Please provide details of resources and their specific areas of expertise relevant to the subject matter of the Requirements (as defined in Part 4 of this Questionnaire), employed by your company. Please indicate capacity available to deliver contracts of similar scope and scale.

Applicants must also provide the project organization chart employed by the Applicant to deliver the services in respect of each Relevant Contract. The chart should include job titles.

No further information regarding resources is required at this stage - CVs may be requested at invitation to tender stage.

CATEGORY	TOTAL NUMBER EMPLOYED
(partner level resources, programme lead resources, project management resources, change management resources, communications management resources, administration, other categories etc)	

Should an Applicant intend to sub-contract any of the required resources, the applicant must demonstrate how the proposed sub-contracted resources are relevant and qualified to deliver the Requirements (as defined in Part 4 of this Questionnaire).

Please confirm the number of employees currently employed in your organisation that were involved in the referenced contracts outlined in Part 4;



	Number of employees currently employed by your organisation that were involved in the contract outlined in Part 4.
Reference project 1	
Reference project 2	
Reference project 3	

PART 6: (QUESTIONNAIRE)**QUALITY MANAGEMENT SYSTEM (QMS)**

Part 6 should be completed by the Applicant and by EACH Member of the Consortium. Identify if any resources of Consortium members (including any Sub-Contractor) are being relied upon (including any Sub-Contractor who is a Consortium member) by the Applicant in order to fulfil this Selection Criterion and provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ. Where the Applicant is a Prime Contractor with a Sub-Contractor but not a Consortium, and resources of a Sub-Contractor are being relied upon to fulfil this Selection Criterion, please provide full details and a legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ.

6.1 Quality Management Systems - Operation of a Quality Management System

Does the Applicant have a documented Quality Management System in place?

Tick as appropriate

YES

☐

NO

☐

If YES then please provide a copy.

6.2 Quality Management Systems - Certification of a Quality Management System to a Recognised Standard

Is the Applicant's Quality Management System currently certified as compliant with EN ISO 9001:2000 or an equivalent internationally recognised standard?

Tick as appropriate

YES

☐

NO

☐

If YES, please state which standard it is certified to and provide a current certificate:

If NO, please provide evidence demonstrating that the Applicant has equivalent quality assurance measures in place. This may include, but is not limited to, equivalent certification from other national certification bodies (e.g. a current certificate from the national certification body).



If YES, please state which standard it is certified to and provide a current certificate:

RELIANCE ON RESOURCES: Quality Management Systems: see note at top of Part 6



PART 7: (QUESTIONNAIRE)

Pre-Qualification Questionnaire
N/A

Tender Reference: 9895

**PART 8: (QUESTIONNAIRE)****ORGANISATIONAL SUSTAINABILITY**

Part 8 should be completed by the Applicant and by EACH Member of the Consortium. Identify if any resources of Consortium members (including any Sub-Contractor) are being relied upon (including any Sub-Contractor who is a Consortium member) by the Applicant in order to fulfil this Selection Criteria and provide full details and legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by IE. Where the Applicant is a Prime Contractor with a Sub-Contractor but not a Consortium, and resources of a Sub-Contractor are being relied upon to fulfil this Selection Criteria, please provide full details and legally binding Letter of Support/Undertaking from the entity providing the resources and any supporting documentation required by CIÉ.

CIÉ are committed to embedding sustainability into its everyday operations.

It is recognised that a key driver in ensuring that, as an organisation, CIÉ can deliver on its sustainability goals and that its commitments will be part of the implementation of procurement processes, there is a focus on the sustainability of the goods and services that we purchase, ensuring that we continuously seek to engage with suppliers whose values are aligned with ours.

Applicants are required to complete Part 8, as a true reflection of their organisations approach to managing sustainability.

8.1 Environmental Management Systems

- Applicants are required to provide evidence of an internationally recognised and externally audited Environmental Management System relevant to this specific nature of this requirement, i.e ISO 14001 or equivalent.
Please also provide brief details of the internal or external auditing arrangements including the date of the last audit and, where applicable, the name of the external auditing body.
- If no certified system in place, please provide internal documented Environmental Management including but not limited to environmental policy, operating procedures, pollution prevention measures/environmental management plans, and environmental auditing.

Response (in no more than 200 words, all supplementary documents should be clearly marked here)

8.2 Sustainability Plan:



Applicants must provide details of their organisation's sustainability plan/strategy and the steps taken to embed this in everyday delivery of service taking into account areas including but not limited to:

- Reduction of carbon emissions and carbon footprint;
- Waste management and reporting
- Sustainability design methodology process;
- Sustainable Use of Natural Resources, eco-labels, recyclable materials,
- End-of-life management of the products you produce or supply
- Ethical sourcing, human rights and fair operating, labour practices
- Disability inclusivity
- Social inclusion and/or community involvement and development.

Response: (in no more than 400 words, each of the headings above should be addressed in your response)

8.3 Measurement of Sustainability Progress

Applicants are required to provide an executive summary of your approach to monitoring, measurement and reporting on sustainability initiatives and obligations within the organization.

If not in place, please indicate your organisations' intention to develop a monitoring, measurement and reporting, and state the respective timelines for completion.

Response: (in no more than 200 words, all supplementary documents should be clearly marked here)

**PART 9: (QUESTIONNAIRE)****DECLARATION OF ELIGIBILITY****DECLARATION (AS PER REGULATION 37(1) OF THE EUROPEAN UNION (AWARD OF CONCESSION CONTRACTS) REGULATIONS 2017**

APPLICANTS PLEASE NOTE No 1: Where the Applicant is a Consortium or Grouping, **EACH** Member of the Consortium/Grouping (as identified at Part 1.2) **MUST COMPLETE A DECLARATION OF ELIGIBILITY SEPARATELY**. Where the Applicant proposes to use a Sub-Contractor, whether they are part of a Consortium or whether they are not, and acting in the latter case for sub-contracting purposes only, each SUB-CONTRACTOR **MUST COMPLETE A DECLARATION OF ELIGIBILITY**.

APPLICANTS PLEASE ALSO TAKE ACCOUNT OF NOTE No 2 set out at the end of this Declaration, when completing this Declaration.

APPLICANTS PLEASE REFER TO NOTE No 3 set out at the end of the Declaration, before executing this Declaration.

NAME: (of Applicant) (each Consortium Member of any entity on whom the Applicant relies, must complete a separate Declaration in this form):

ADDRESS:

COUNTRY:

On behalf of the Applicant, and having been duly authorised by the Applicant, I sincerely declare that:

1. the Applicant itself or any person who is a member of the administrative, management or supervisory body of the Applicant or has powers of representation, decision or control in the Applicant has not been the subject of a conviction for one or more of the following reasons:
 - (a) participation in a criminal organisation, as defined in Article 2 of Council Framework Decision 2008/841/JHA;
 - (b) 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 the law of Ireland or the law of the Member State of the European Union, other than Ireland, in which the Tenderer is established;
 - (c) fraud within the meaning of Article 1 of the Convention on the protection of the European Communities' financial interests;
 - (d) terrorist offences or offences linked to terrorist activities, as defined in Articles 1 and 3 of Council Framework Decision 2002/475/JHA respectively, or for inciting or aiding or abetting or attempting to commit an offence, as referred to in Article 4 of that Framework Decision;
 - (e) money laundering or terrorist financing, as defined in Article 1 of Directive 2005/60/EC of the European Parliament and of the Council; or
 - (f) child labour and other forms of trafficking in human beings as defined in Article 2 of Directive 2011/36/EU of the European Parliament and of the Council.



2. The Applicant:

- (a) is not in breach of its obligations relating to the payment of taxes or social security contributions;
- (b) in the performance of a public contract, has not failed to comply with applicable obligations in the fields of environmental, social and labour law that apply at the place where the works are carried out or the services provided, that have been 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;
- (c) is not bankrupt or the subject of insolvency or winding-up proceedings, its assets are not being administered by a liquidator or by the court, it is not in an arrangement with creditors, its business activities are not suspended nor is it in any analogous situation arising from a similar procedure under the law of Ireland;
- (d) is not guilty of grave professional misconduct;
- (e) has not entered into agreements with other economic operators aimed at distorting competition;
- (f) is not aware of any conflict of interest within the meaning of Article 24 of Directive 2014/24/EU;
- (g) has not had any prior involvement in the preparation of the procurement process;
- (h) has not 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;
- (i) has not been 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, has not withheld such information and is able to submit the required documents supporting such information;
- (j) has not undertaken to unduly influence the decision-making process of CIÉ, to obtain confidential information that may confer upon it undue advantages in the procurement process or to negligently provide misleading information that may have a material influence on decisions concerning exclusion, selection or award.

I understand and acknowledge that the provision of inaccurate or misleading information in this Declaration may lead to the Applicant being excluded from participation in this procurement process and/or in future procurement processes.

SIGNATURE

DATE:

NAME:

TEL:

POSITION:

NOTE NO 2: MEASURES TAKEN BY APPLICANT: Where any one of more of the Exclusion Grounds set out above in the Declaration applies, the Applicant **must** include details of such Exclusion Ground with its PQQ submission and, where the Applicant is not precluded from doing so under Article 57(6) of Directive 2014/24/EU, the Applicant may provide evidence to the effect that measures taken by the Applicant are sufficient to demonstrate the Applicant's reliability despite the existence of a relevant Exclusion Ground. The evidence provided by the Applicant will be taken into account by CIÉ in considering whether or not to exclude the Applicant from further



participation in the procurement process. Nothing in this Schedule or in this PQQ document shall preclude the submission by the Tenderer of a European Single Procurement Document (ESPD) referred to in Article 59(1) of Directive 2014/24/EU.

NOTE NO 3: EXECUTION: This Declaration must be signed by a duly authorised person in the Applicant's organisation. In the case of a company, a Director of the company or the Company Secretary must sign this declaration.

EVIDENCE FOR SELECTION

The signatory to this Declaration declares that the economic operator is able to provide the necessary supporting documents required which are not available electronically upon request and without delay.

I understand and acknowledge that the provision of inaccurate, or misleading, or false information in this Declaration may lead to the economic operator/my firm/company/business/partnership being rejected and excluded from participation in this procedure.

THIS DECLARATION has been made to the best of my knowledge and belief for and on behalf of [*Name of economic operator/entity*]:

SIGNATURE:

DATE:

FULL NAME (in block capitals):

(Signature must be that of a Director/Principal)

TITLE:

Witness:

Name: (*Block Capitals*):

Occupation:

Please note, confirmation/re-execution/notarisation of the Declaration may sought prior to any contract being awarded.

**APPENDIX 2 – CONSORTIUM SUBMISSION REQUIREMENTS****CONSORTIUM ARRANGEMENTS**

- (a) Consortium: each member of the Consortium must complete a Questionnaire setting out its full details, legal structure, role in the Consortium for this Contract, and complete the details required by Part 1 Questionnaire.
- (b) Sub-Contractors: Where a Sub-Contractor is also a member of a Consortium, it must complete the Questionnaire. Where a Sub-Contractor is acting in the role of sub-contracting only, and is not part of a Consortium, it need not complete the Questionnaire but full details must be provided by the Applicant of the Sub-Contracting and proposed sub-contracting.
- (c) Authorised designated person: the Applicant must supply full details of the person/entity designed to act as the nominated person/entity in respect of all members of the Consortium for contact from CIÉ in relation to this competition, and of the nominated person authorised to act for a Prime Contractor and Sub-Contractor in respect of all contact from CIÉ in relation to this competition.
- (d) Declarations: All members of a Consortium must complete a Declaration of Eligibility in the form set out in Part 9 of the Questionnaire
- (e) Choice of legal structure: An Applicant's choice of legal structure (e.g. joint venture, partnership, incorporated/unincorporated) will not be relevant in assessing eligibility at this time.
- (f) Each member's role must be stated: Parts 1.2 – 1.4 of the Questionnaire must be completed in full and each member's role in the Consortium and/or any sub-contracting arrangements identified. In addition, the details requested in the forms contained at the end of this Appendix must also be supplied. Details of the actual or proposed percentage shareholding of the constituent members of the Consortium must be disclosed.
- (g) Legally binding letter of authorisation and undertaking: An Applicant consisting of a Consortium must include in its PQQ submissions, with the duly completed Questionnaire, an irrevocable and unconditional letter of authorisation and undertaking from each member of the Consortium authorising the Applicant to make the application and to confirm that they are aware of their requirements and undertake to make available all necessary resources where required to fulfil their role in the proposed Consortium.
- (h) Specific legal form not required for a Consortium: A Consortium howsoever constituted, will not be required to convert into a specific legal form in order to submit a tender. If the Consortium is not proposing to form a single legal entity, full details of alternative arrangements must be provided.
- (i) If a legal form is proposed by Applicant: If a Consortium intends to convert into a special legal form for the purpose of providing the required good/services, full details of the proposed legal structure and/or principal contractual relationships must be outlined in response to this PQQ. Where a grouping/Consortium proposes to contract via a single legal entity whether through the incorporation of a special purpose vehicle ("SPV") or otherwise, Applicants should note that details of the actual or proposed percentage shareholding of the Consortium members in the SPV must be disclosed. Applicants should also note that an SPV's obligations may be required to be guaranteed by each group member/member of the grouping/Consortium in the event of that Applicant being invited to tender and that tender being accepted.
- (j) Prime Contractors and Sub-Contractors: If the Applicant consists of a Prime Contractor and a Sub-Contractor or group of Sub-Contractors, this PQQ and the submissions required in the Appendices to this PQQ must be completed by the Applicant as "Prime Contractor" with full details of the proposed Sub-Contractor(s) and the Prime Contractor must identify the Sub-Contractor(s) and their proposed role in the process. If a Consortium proposes to act as a Prime Contractor, this must also be disclosed. An irrevocable letter of undertaking from any proposed Sub-Contractor(s) authorising the Prime Contractor to make this application to this PQQ on its behalf, executed under seal or as a deed, as an irrevocable and unconditional letter of authority from a Sub-Contractor authorising the Prime Contractor to disclose details of the proposed sub-contracting arrangements, must be submitted by the prime contractor with its submissions.



- (k) **Lead Consortium member:** A consortium must identify a lead Consortium member who is authorised by all the other members of the consortium as the lead Consortium member authorised to deal with this application, and the role of all other Consortium members must be identified. CIÉ shall be entitled to assume that the lead Consortium member has the authority to bind all other members of the Consortium and CIÉ reserves the right to seek satisfactory evidence of the authority of the lead Consortium member to bind all other members of the Consortium. All contact with the Consortium will be conducted by CIÉ with the lead Consortium member who will act as the contact person for the Consortium for this competition (the "Contact Person") and CIÉ reserves the right to disregard contact with any other member of the Consortium and/or to report such contact to the lead Consortium member.

JOINT AND SEVERAL LIABILITY

If, on any contract award, the contract is awarded to a Consortium or grouping, then, other than in respect of a Prime Contractor and Sub-Contractor relationship, each member of the Consortium will be required to be jointly and severally liable to CIÉ for the performance of the Contract and delivery of the required goods/services.

If the grouping consists of a Prime Contractor and a Sub-Contractor(s), and the Sub-Contractor(s) are not members of a Consortium and the application is being made by the Prime Contractor, the Prime Contractor will be fully liable to CIÉ for all the acts and omissions of its Sub-Contractors under the terms and conditions of the Contract.

CHANGES TO CONSORTIUM ARRANGEMENTS

Any change in the ownership, structure or control of the Applicant or where the Applicant is a Consortium, in the ownership, structure or control of any members of the Consortium, or in the roles of the members of a Consortium after the Applicant has submitted its PQQ submissions and Questionnaire, must be notified in writing by the Applicant to CIÉ as soon as the Applicant is aware of same or of such proposals. Failure to do so may lead to disqualification of the Applicant. Any such changes must be approved by CIÉ in its absolute discretion and CIÉ may withhold approval for any such changes and may exclude the Applicant from any further participation in this competition.

Information Required on Legal Form of Consortium/Grouping

Is the Consortium? *Tick as appropriate*

Limited Company/incorporated entity

Yet to be incorporated

Not to be incorporated

SPV / Legal Entity formed by Consortium:

Group of Members (Not an SVP)

Joint Venture

Partnership

Other

If the company is incorporated, please provide the following:

Country of registration: _____

Year of Incorporation: _____



Company Registration Number: _____

Amount of Issued Share Capital: _____

Consortium Activities**Is it proposed that the Consortium will be a single purpose entity formed solely to undertake the Contract?***Tick as appropriate*

Yes

☐

No

☐**If no, in what other undertakings will the Consortium be involved?**

Members of Consortium

In the case of an Applicant which is a Consortium, please detail the name of each Member (as previously detailed in Part 1.2) and provide a description of the relationship between Members of the Consortium [Original legally binding and irrevocable and unconditional letters of authority from each of the other consortium members must be enclosed in relation to the person/entity that is acting as the lead consortium member]

Full Name and Address of Member (and details of entity on whose resources the Member is relying if applicable)	Role within Consortium and Contract (lead Consortium member must be identified, role of other Consortium members, Sub-Contractors must be identified.

Signed:

Name (BLOCK CAPITALS):

Title:

Duly Authorised For and on behalf of:

Dated:



APPENDIX 3 – REQUIREMENTS CONCERNING SUB-CONTRACTORS

- 1 All Sub-Contractors proposed must be identified by the Applicant and full details provided in the Questionnaire.
- 2 All Sub-Contractors must execute a Declaration of Eligibility.
- 3 If a Sub-Contractor is also a member of a Consortium, it must also complete the Questionnaire.
- 4 Details must be provided in respect of the nature of trading of Sub-Contractor, legal status, type of goods/services produced/ type of organisation and legal structure, ownership of Sub-Contractor, country of incorporation, registered address, business address, website, registration number, details of any patents/trademarks/domain names.
- 5 Details must be provided of the role proposed for the Sub-Contractor in terms of the works/goods/services/resources to be supplied by the Sub-Contractor and the proposed percentage of sub-contracting proposed by the Prime Contractor (it is not possible to sub-contract 100% of the Contract) and percentage of obligations proposed to be assigned to a Sub-Contractor.
- 6 Details must be provided of the relevant resources/experience of the Sub-Contractor, in context of the Contract, where required.

**APPENDIX 4 - APPLICANTS STATEMENT OF CONFIRMATION ENCLOSING COMPLETED PQQ****STATEMENT OF CONFIRMATION****TO: CÓRAS IOMPAIR ÉIREANN ("CIÉ")****RE: CONTRACT NOTICE FOR THE Strategic Delivery Partner Services to the CIÉ Group**

On behalf of [] *(insert full legal name of Applicant) [name of entity on whom the Applicant relies to satisfy any of the selection criteria]*, I hereby agree and declare the following:

- 1 I declare that to the best of my knowledge the answers submitted to questions and statements contained in any Declarations duly completed and referred to in the Pre-Qualification Questionnaire are correct.
- 2 I understand that the information provided will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement, and I am signing on behalf of [] *(insert name of Applicant/ supporting entity)*.
- 3 I accept all the terms and conditions of this Pre-Qualification Questionnaire.
- 4 I agree to supply CIÉ with such supporting information, verification, documentation and references to support this application, at any time during the procurement process in respect of this competition, not limited to the pre-qualification stage, and to confirm the status of all such information and documentation, including the execution by way of notarisation of Declarations, if required, at tender/contract award stage.
- 5 I undertake to inform CIÉ promptly of any matter which would or could alter any of the information given in response to this PQQ.
- 6 I agree that, if awarded the contract, [] *(insert name of Applicant/ supporting entity)* shall comply with all applicable obligations in the field of environmental, social and labour law.
- 7 I confirm all sections and Parts of the PQQ have been completed by us and all relevant information and documentation is attached to our completed PQQ which is being submitted by us to CIÉ.
- 8 I confirm that we are aware of CIÉ's requirements in respect of conflicts of interest, and of the provisions of Article 66 of the Utilities Regulations on conflicts of interest, and I declare that (unless otherwise set out in the Declaration completed by us and referred to in Part 9 of this PQQ), we are not aware of any conflicts of interest of the [] *(insert name of Applicant/supporting entity)* in relation to these requirements.
- 9 I confirm that all "Data Subjects" whose "Personal Data" is provided in this application and PQQ Questionnaire and supporting documentation, have consented to the processing of such Personal Data by the Applicant, all members of the Consortium where the Applicant is a Consortium, by a Sub-Contractor where the Applicant is a Prime Contractor with a Sub-Contractor, by CIÉ as Contracting Authority, and by CIÉ's Evaluation Team, for the purposes of participating in this competition, or that we otherwise have a legal basis for providing such Personal Data to CIÉ as the Contracting Entity for the purposes of participating in this competition and that we will provide evidence of such consents and/or legal basis to CIÉ as the Contracting Entity upon request.
- 10 I confirm that the Declarations referred to at Parts 2 and 9 of this PQQ have been duly completed and executed and are part of the PQQ duly completed by us.



SIGNED FOR THE APPLICANT:

SIGNATURE:

FULL NAME (BLOCK CAPITALS):

TITLE:

DATE:

Duly Authorised for and on behalf of:

Witness:

Name (BLOCK CAPITALS):
