

**COMMUNITY ACTION PROGRAMME TO COMBAT SOCIAL EXCLUSION**

**CALL FOR TENDERS**

**«Peer Review in the Field of Social Inclusion Policies»**

Number VT/2003/42

**Period of Performance: 1.10.2003 – 30.09.2004**  
*(Annual contract renewable three times)*

**Budget Line B3-4105**

**TERM OF REFERENCE**

## 1. Background

At the **Lisbon European Council** of March 2000, the Union has set itself a new strategic goal for the next decade: to become the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth, with more and better jobs and greater social cohesion. The European Council agreed to base **social inclusion policies** on an **open method of co-ordination** combining national action plans and a Commission initiative for co-operation.

Implementing this strategy through the open method of co-ordination while respecting the principle of subsidiarity and actively involving all relevant actors, as recommended by the European Council implies:

- fixing guidelines for the Union combined with specific timetables for achieving the goals which they set in the short, medium and long term;
- establishing, where appropriate, quantitative and qualitative indicators and benchmarks against the best in the world and tailored to the needs of different Member States and sectors as a mean of comparing best practice;
- translating these European guidelines into national and regional policies by setting specific targets and adopting measures, taking into account national and regional differences; and
- periodic **monitoring, evaluation and peer review** organised as mutual learning processes.

Responding to the invitation of the Lisbon European Council, the Commission presented a Community action programme to support the EU policy co-operation called for by this strategy<sup>1</sup>.

The programme, adopted by the Council and the Parliament on 7<sup>th</sup> December 2002, entered into force on 12 January 2002. Its budget amounts to 75 M € over 5 years (2002-2006).

The programme is intended to support public and private organisations in different Member States involved in combating poverty and social exclusion that wish to share experience and work together on common policy issues identified in their National Action Plans against social exclusion and poverty (NAPs/inclusion). The programme is not intended to fund directly interventions that benefit people in situations of exclusion.

The programme is composed of three strands: 1) improving the understanding of social exclusion and poverty, supported by comparable indicators; 2) organising policy co-operation and mutual learning in the light of the national action plans to combat poverty and social exclusion; 3) developing the capacity of actors to address social exclusion and poverty effectively and to promote innovative approaches, in particular through networking at EU level.

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<sup>1</sup> All information concerning the open method of co-ordination and the action programme is available at the following WebPages: [http://europa.eu.int/comm/employment\\_social/soc-prot/soc-incl/index\\_en.htm](http://europa.eu.int/comm/employment_social/soc-prot/soc-incl/index_en.htm)

Combating social exclusion is first and foremost the responsibility of Member States and their national, regional and local authorities. The proposed Community programme is intended to add value to Member States' action. Building on the national action plans established by Member States, and the Joint Report on Social Inclusion, the programme will focus on transnational co-operation as a means of improving understanding and the effectiveness of policy action against poverty and social exclusion. The issues to be addressed as a matter of priority should cover the whole range of the objectives agreed by the European Council of Nice in December 2000, as reviewed by the Council of Social Affairs of December 2002, and will be identified by the Member States and the Commission. The committee that was set up to advise the Commission in the management of the programme (the Programme Committee) will have an important role to play in this respect.

## **2. Purpose of the contract**

### **2.1. The peer review method**

The purpose of this call for tenders is to select the consultancy organisation that will assist the Commission and the Member States in carrying a mutual voluntary learning process on the base of systematic exchange of experiences and evaluation of policies, actions, programmes, measures or institutional arrangements presented in the various NAP s/inclusion as best practices through a peer review methodology.

Member States adopted their first National Action Plans against social exclusion and poverty (NAPs/inclusion) in June 2001. The NAPs/inclusion presented existing or planned policy measures in each Member State to combat social exclusion and poverty from July 2001 to June 2003. The Commission reviewed the NAPs/inclusion and adopted its draft Social Inclusion Report in October 2001. This Communication served as a basis for a Joint Report on Social Inclusion that was adopted by the Social Affairs Council on December 3<sup>rd</sup> 2001 and endorsed at the EU Laeken-Brussels Summit in December 2001. The Report represents a significant advance towards the achievement of the EU's strategic goal of achieving greater social cohesion.

A second round of NAPs/inclusion will be prepared by Member States for submission in July 2003. They are expected to present an assessment of the implementation of policies announced in the previous action plan and to set out new initiatives. A Social Inclusion Report will be prepared jointly by the Commission and the Council for submission to the Spring European Council of 2004.

Member States include in their NAPs/inclusion a detailed description of the policy measures in place or planned in order to meet the priorities set-up at the EU level. It is expected that, similarly to what happened in 2001, the NAPs/inclusion of 2003 will include examples of good practice, as identified by Member States, and that are relevant for exchanging good practice at EU level as regards policies or institutions promoting social inclusion. It was recognised in the Joint Report that the exchange of good practice between Members States should be enhanced in the future by more extensive evaluations of the impact of national policies and through the development

of a comprehensive set of indicators and methodologies, at both national and EU level.

Building on the experience gained in the field of Active Labour Market Policies (where a Peer review exercise has been running since 1999), the intention is to organise a voluntary exchange of experiences between Member States in the field of social inclusion policies on the basis of actions and measures presented in the various NAPs/inclusion. It is the first time that such a systematic exchange of experience will take place in the field of social inclusion.

The term “peer review” usually refers to a critical evaluation of scientific, technical or academic work by independent experts and is methodologically related to quality assessment processes. In the case of the social inclusion peer review exercise, the **host countries** will identify from the range of policy measures (institutional arrangements, programmes or actions), described in their NAPs/inclusion those which present greater potential for dissemination, in view of their particularly good results (based, among others, on evaluation studies or monitoring) and their general thematic interest for their partners in the Union. They shall present such policy measures in peer reviews which encourage an open discussion of their merits and relevance for transferability elsewhere in the Union. The other Member States participating in the review (the **peer countries**) will have a keen interest in the policy measure or action in question, either because they envisage adopting similar policies in the near future, or because a similar policy already exists, and a comparison is deemed useful.

The **aim of the peer reviews** will be to assess the effectiveness of particular policies or programmes, to contribute to their further improvement and to promote their dissemination across Member States. Emphasis will be given to the examination of the transferability of examples of good practice to other Member States. An important objective of the peer review exercise will be to develop and propose a list of methodology criteria for the selection, the review, and the transferability of good practices. While this exercise will concentrate on particular examples of good practice, the purpose is to serve as a useful input to Member States to help them in focusing their policies in order to meet the objectives agreed at the Nice Summit.

## **2.2. The peer review programme**

### **2.2.1. Selection process**

The selection of the policy measures or actions to be reviewed will be of the responsibility of the Member States, which are invited to take into account the following criteria:

- Policy relevance for the common objectives agreed for the social inclusion process and comprehensive coverage of such objectives;
- The availability of evaluation results or, at least, of substantive early monitoring data, providing sufficient material evidence for the examination;
- The willingness and/or capability of the host countries to provide the information material required for the peer reviews, as well as to organise local visits or meetings;

The selection of the policy measures to be reviewed will be identified by Member States themselves on the basis of a process coordinated by the Commission, and run under the auspices of the Programme Committee. Throughout such process, the members of the Programme Committee are invited to establish appropriate contacts at national level with the members of the Social Protection Committee. The selection process will be run according to the following steps:

- Member States will be asked to identify which policies or institutional arrangements they would be willing to present as host countries among those mentioned as good practices in their NAPs/inclusion of 2003. In exceptional cases, consideration will also be given to policy measures or institutional arrangements presented in the NAP/inclusion of 2001 but not in 2003. Each Member State should indicate no more than two examples of best practice for review.
- On the basis of the replies to this first query, a list of potential peer review topics will be compiled.
- Each Member State will be asked to state four preferences for participation as peers in the review teams on the basis of the list of potential peer review policies.
- The most frequently preferred policies will be selected for the peer review exercise. Member States with a preference for such policies will be included in the respective teams. If a Member State has a preference for non-selected topics, it could be reallocated in a second stage taking into account the balanced participation of all Member States. A good geographical balance, the participation of at least one acceding country in each peer review, a good transferability perspective, a balance across subject areas and the common objectives of Nice will be taken into account in the selection process.

Furthermore, it is important to plan the involvement in each peer review of stakeholders, such as social partners and NGOs with a particular responsibility in the policy field of the peer review. One could also plan to involve, where appropriate, people experiencing poverty and social exclusion who have been targeted by the policy measure in question.

### **2.2.2. Duration**

The first peer review programme will be carried out for a period of two years on the basis of the good practice identified in the NAPs/inclusion of 2003 (or in exceptional cases in 2001). A maximum of 8 seminars is expected to take place during each year of the programme. A second peer review programme may be launched in 2005, after assessment of the results of the first exercise.

### **2.2.3. Participation**

The proposed maximum number of participating 'peer' countries is six countries. A larger number of participants would not allow for informal, open and in-depth discussions and the review would then not go beyond the mere exchange of information. On the other hand, the reviews should be attended by a minimum of three 'peer' countries.

In 2003 seven candidate countries (Bulgaria, Cyprus, Hungary, Latvia, Lithuania, Romania and Slovakia) can participate in the peer review programme. After 1<sup>st</sup> January 2004 all 10 acceding countries will be entitled to participate. The participation of Bulgaria and Romania after the 1<sup>st</sup> January 2004 is expected. EFTA/EEA countries will participate in the peer review programme since the beginning.

### **2.3. The organisation of peer reviews**

The consultant organisation selected will be responsible for assisting the services of the Commission and the Member States in carrying out the peer review programme. This includes the fine-tuning and development of the methodology of peer reviews, the development and management of the programme of reviews, the organisation of the seminars and visits, including the logistic support, the setting up and co-ordination of the expert teams responsible for each peer review seminar, the drafting of reports and the developing and regularly updating a web-site devoted to the Peer Review Programme.

#### **2.3.1. The expert teams**

The reviews will be conducted by expert teams consisting of:

- 2 government representatives from the **host** country;
- 1 government representative from each **peer** country;
- 2 Commission representatives;
- 1 thematic expert, able to bring an international, comparative perspective on the specific topic of the review;
- 1 national expert to assist the government representatives from the **host** country, and able to bring a specific knowledge of the problems and policies of the host country;
- 1 national expert to assist the government representative of each **peer country** and able to bring a specific knowledge of the problems and policies of the peer countries;
- Representatives of the consultant organisation.

The host country can also include in the expert team one or two representatives of social partners or NGO's. It is important to involve in each peer review stakeholders, such as social partners and NGOs with a particular responsibility in the policy field of the peer review. One could also involve, where appropriate, people experiencing poverty and social exclusion who have been targeted by the policy measure in question. Officials from the host country may be invited to attend.

#### **2.3.2. Role of the consultant organisation**

For the organisation of each peer review seminar, the consultant organisation selected through this call for tenders will:

- Provide the necessary assistance for the organisation and conduct of the review.

- Undertake all preparatory administrative tasks needed for the organisation of the seminar and the visit, in close collaboration with the authorities of the host country, including translation arrangements and other logistic support;
- Propose to the Commission, in relation to the themes of each review, a 'thematic' expert, drawn from the list of experts that is part of the proposal for this tender and contracting with him/her;
- Establish the appropriate contacts with the authorities of the host country and the peer countries in order to identify the national experts that will assist the government representatives.

Before each review, the consultant organisation shall elaborate a document presenting elements such as: the description of the tasks to be undertaken, expected outputs, presentation of the team of experts, including Member State representatives or other persons involved in the review, duration, time schedule and reference documents.

Other papers are necessary for the preparation of the reviews. In that respect, before each review meeting, a document should be prepared by the host country representatives (if required with the assistance of the respective national expert consultant organisation responsible for the logistic co-ordination of the programme) describing the policy to be reviewed and assessing its merits in relation to the national situation on the basis of empirical evidence, preferably with reference to evaluation or monitoring results. A second paper will be prepared by the 'thematic expert' which would put the policy to be reviewed in an international context and would raise questions as to its results and possible implementation in a wider context. Additional papers may be provided by the "peer" countries (if required with the assistance of their respective national experts) reflecting their point of view. Such papers could present, if appropriate, policies implemented in these countries that bear similarity with the main policy under review.

### **2.3.3. Standard model of a peer review meeting (to be adapted to particular circumstances):**

- Presentation of the policy measure or institutional setting from the viewpoint of the host country – country and policy context, cost-effectiveness, indicators, implementation and (where appropriate) the delivery system for each policy.
- Intervention by the thematic expert, presenting the international context and raising issues for discussion;
- Intervention of the "peer" countries which may follow several formats: questions, value added, indicators, presentation of similar policies, etc.;
- Points of view of other actors;
- Discussion about the transferability of the measure to the countries concerned and about the adaptations that may be needed;
- Attempt to arrive at shared conclusions.

The meetings will be structured so as to ensure an active contribution of all the participants. For instance, in some cases it can be useful that, during parts of the meeting, subgroups are formed to discuss specific issues in more detail. The results of the subgroups could then be discussed in plenary meetings.

The review may involve local visits to institutions active in the delivery of such policies, workshops, interviews with those responsible for local implementation, analysis of evaluation studies, wide dissemination of information, etc. Such visits may also allow for direct contact with those persons targeted by the policy or action in question.

#### **2.3.4. Dissemination of results**

The dissemination of the results of the peer review seminars will play an important role in the successful transfer of good practice. The documents and findings of each review will be put on a specific web-site. After completion of the first year of peer reviews, the main results will be summarised in a document that will be presented at the Programme Committee and at the Social Protection Committee. Such document will include an assessment of the methodology used, with a view to a possible adaptation in the second year of the exercise. The learning about the transferability of the measure to the countries concerned and about the adaptations that may be needed and the conclusions of the peer reviews will be summarised in annual reports to be widely distributed, and which could be presented in public conferences (e.g. the Round Table on Social Exclusion).

Follow-up meetings for reviewing the same policies or actions at a later stage of implementation should be considered for the second cycle of the peer review program, in order to allow for longer term monitoring.

At the end of the second year of implementation of the programme, the Programme Committee will be asked to provide an advice on the continuation of the programme through a second two-year cycle.

### **3. Tasks to be performed by the contractor**

An indicative breakdown of the activities to be undertaken by the consultant organisation and the different types of experts is detailed below:

#### **Consultant Organisation**

- Contracting the “thematic experts” (in relation to the theme to be reviewed) from the list presented with the proposal for the tender;
- Organising the peer review seminars and visits, by planning the agenda, making early contacts with participants, preparing invitations to experts and other participants, dealing with mailing lists, making accommodation and travel arrangements and reservations, bookings of meeting rooms, and organising interpretation<sup>2</sup>);
- Preparing and conducting the reviews (this includes matters such as assisting the host Member State and/or the Commission in the preparation of the peer

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<sup>2</sup> The peer reviews meetings will be held in English or French. At the request of the Member States, simultaneous interpretation should be arranged for all appropriate languages.



review seminars and visits; analysing evaluation studies; organising production of evaluation reports in advance of each peer review; providing translation of selected papers/documents; facilitating, structuring and/or animating meetings) by regularly meeting with the European Commission's Services and/or Member States in preparation of each seminar;

- Drafting of reports on each review seminar and of annual reports summarising the conclusions of the peer reviews carried out in the previous 12 months. The first report should include an detailed assessment of the methodology in use and recommendations for its improvement;
- Developing and regularly updating a web-site devoted to the Peer Reviews Programme on Social Inclusion which would be linked to the Commission's web-site devoted to the social exclusion issues ([http://europa.eu.int/comm/employment\\_social/soc-prot/soc-incl/index\\_en.htm](http://europa.eu.int/comm/employment_social/soc-prot/soc-incl/index_en.htm)).

For each **peer review** seminar, the Commission will discuss in advance with the selected consultant organisation and after consultation with the Member States the nature of each envisaged task/initiative. When necessary the consultant organisation will have to present in advance for approval all the elements for a specific event or peer review. The presentation of each initiative may include:

- Description of the task to be undertaken;
- Expected outputs;
- Presentation of the team of Experts, Member State representatives or other persons involved;
- Time schedule and duration;
- A work plan, reference documents, dates, etc;
- Financial estimates in the form of a breakdown of costs with fees, direct expenses and reimbursable items. The rates used will be equal to (or lower than) the rates indicated in the proposal of the consultant selected for the whole programme;
- The deliverables of the project (reports, publications etc.);

Each seminar, as well the overall co-ordination and planning work, will be financed by the programme according to the Terms and Conditions attached. The elements of each initiative (description, staff, work plan, etc.) will be prepared by the selected consultant organisation. Expert costs regarding travel and accommodation will be reimbursed by the consulting company as long as those experts have a contractual relationship with the contractor (i.e. company staff, and thematic experts); invited representatives from governments and NGO's, and experts assisting host as well as peer countries will be reimbursed by the Commission.

The organisation and the administrative and logistical details related to such initiatives should be part of the methodology proposed by each tender. High quality reporting of each event is essential. Such reporting and accompanying graphs or tables might have to be presented in form ready for immediate publication. It is envisaged that consultants will develop guidelines to assist the Commission and Member States to better evaluate the impact of policies and programmes and their transferability with the adaptations that may be needed to combat poverty and social exclusion, on the basis of their experience with the peer review program.

The tasks assigned to the different experts cover the following:

**Thematic experts**

- Prepare a paper which comments on the selected good practice and sets it in a broader European context.
- Prepare, present and discuss a paper at the peer review seminar.
- Help the consultant organisation in the drafting of the report presenting the results of the peer review seminar.

**'National' expert of the 'host' country**

- Liaise with and assist the government representatives of the 'host' country in the preparation of a paper for the seminar;
- Present a paper (if appropriate) at the seminar describing the selected good practice and assessing its results from a national perspective;
- Participate in the review discussions.

**'National' expert of the 'Peer' countries**

- Liaise with and assist the government representatives of the 'peer' countries in the preparation of papers in response to the paper of the 'host' country on the selected good practice which would examine the relevance of the theme to their own national context.
- Present the paper (if appropriate) at the seminar;
- Participate in the review discussions.

**Documentation**

Documents related to activities of Social Exclusion can be found at the Internet address:

[http://europa.eu.int/comm/employment\\_social/soc-prot/soc-incl/index\\_en.htm](http://europa.eu.int/comm/employment_social/soc-prot/soc-incl/index_en.htm)

**4. Expertise required**

See Annex III and Annex IV of the standard contract and the comments in the selection criteria.

**5. Time schedule and reporting****5.1. Time schedule**

See article I.2 of the contract, and Annex IV reporting. The contract period will have a duration of 12 months and the expected starting date is the 1<sup>st</sup> October 2003. The contract might be renewed three times.

## 5.2 Interim and final reporting

Apart from the separate reporting for each specific task, and collective reporting for a number of tasks, an interim report explaining the state of play of the activities carried out should be submitted when the services already rendered reach 70% of the total services required by each annual contract. Rules in Annexes also apply to this contract.

## 6. Payments and standard contract

Payments shall be made in EUR (€)

The terms of payment are as follows:

- 30% within 30 days after the signing of the contract;
- 40% after the submission and acceptance of the interim report;
- and the balance following the Commission's acceptance of both the final report and final invoice.

In drawing up the bid, the tenderer should take account of the provisions of the standard contract which are included the 'General terms and conditions applicable to contracts'.

Deposit and bank guarantee.

If the advance payment exceeds EUR 150,000 a Bank guarantee may be required. A model for the text of the Bank guarantee is attached.

## 7. Price

The price should be indicated in Euro (€), excluding VAT (using the conversion rates published in the C series of the Official Journal of the European Union on the day when the invitation to tender was sent out) and should be broken down as per the format given in Annex II of the draft contract.

As an indication, the maximum budget for the first year is EUR 900 000

The price revision clause will be included within the contract.

### ■ *Part A: Fees and direct costs*

- Fees, expressed in number of person/days and unit price per working day for each Expert proposed. The unit price is expected to cover the expert's fees and administrative expenses, but it should not include the reimbursable costs defined below.  
This includes .....
- Other direct costs, to be described

■ **Part B: Reimbursable Costs**

- Travel expenses
- Daily subsistence allowances (DSA's): these cover all the subsistence costs of the Experts who are on mission for short term assignments outside their usual place of work
- Translations costs, if any
- Contingencies, if any

The total price = Part A + Part B

## 8. Composition of partnership or consortium

If a partnership or consortium is envisaged, its composition should be specified and the criteria listed under point 10 should be detailed to individual members of the partnership. In addition, one of the consortium members must be designated as lead Contractor, and must ensure full responsibility towards the Commission as regards both the tender and the future contract – if awarded to them.

The execution of the service is not reserved by law or regulation or administrative provision to a specific profession. Tenders should conform to the requirements of the general conditions. Tenders from *consortia* of firms or groups of service providers, contractors or suppliers must specify the role, qualifications and experience of each member of group. Tenders must be signed by the legal representative of the consultant. Also tenders must specify the name of the person authorised to sign the proposed contract.

## 9. Exclusion criteria

Article 93 taken from 'Council Regulation 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities' (Official Journal L 248, 16.09.02) establishes that:

"1. Candidates or tenderers shall be excluded from participation in a procurement procedure if:

- (a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- (b) they have been convicted of an offence concerning their professional conduct by a judgement which has the force of *res judicata*;
- (c) they have been guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- (d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the

country in which they are established or with those of the country of the contracting authority or those of the country where the contract is to be performed;

(e) they have been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities,' financial interests;

(f) following another procurement procedure or grant award procedure financed by the Community budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

2. Candidates or tenderers must certify that they are not in one of the situations listed in paragraph 1."

In order to certify that candidates are not in one of the situations listed above, we follow Art. 134 of the Commission Regulation No 2342/2002 laying down the *detailed rules for the implementation* of Council Regulation No 1605/2002:

Article 134

**Evidence**

(Article 96 of the Financial Regulation)

"1. The contracting authority shall accept, as satisfactory evidence that the candidate or tenderer is not in one of the situations described in point (a), (b) or (e) of Article 93(1) of the Financial Regulation, production of a recent extract from the judicial record or, failing that, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied.

2. The contracting authority shall accept, as satisfactory evidence that the candidate or tenderer is not in the situation described in point (d) of Article 93(1) of the Financial Regulation, a recent certificate issued by the competent authority of the State concerned.

Where no such certificate is issued in the country concerned, it may be replaced by a sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

3. Depending on the national legislation of the country in which the tenderer or candidate is established, the documents referred to in paragraphs 1 and 2 shall relate to legal persons and/or natural persons including, where considered necessary by the contracting authority, company directors or any person with powers of representation, decision-making or control in relation to the candidate or tenderer."

Article 94 taken from 'Council Regulation 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities' (Official Journal L 248, 16.09.02) establishes that:

"Contracts may not be awarded to candidates or tenderers who, during the procurement procedure:

- (a) are subject to a conflict of interest;
- (b) are guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the contract procedure or fail to supply this information."

## **10. Selection criteria**

The following information on the consulting organisation's experience, expertise and financial and economic standing should be supplied.

1. A minimum experience and expertise of three years in the fields of policy analysis and assessment, working with European and National authorities and relevant experts –demonstrate this by providing a list of main related projects. Experience or sound understanding of the EU social inclusion process. Links with NGO's, national, regional and local authorities.
2. Details of educational and professional qualifications of the persons providing the services: Curriculum Vitae of Project Director and main assessors; the Project Director should be a senior consultant with a minimum of five years experience in managing similar transnational projects and with good organisational and coordination skills.
3. The consultant should have no conflict of interest and be completely independent. A statement of independence should be included in the offer.
4. Sound financial and economic position of the consultant. Full set of audited financial statements and accounts -balance sheet and profit and loss account for the past three years. Annual budget of the last two years for a semi-public or non-profit organisation.

## **11. Contract Award criteria**

### **11.1. Quality of the offer**

- a) Approach (30%)
  - demonstration of understanding of the nature of the tasks to be carried out, its context and results to be achieved.
  - operational feasibility of the proposal
- b) Technical quality (70%)
  - clarity and coherence of the work plan; timetable
  - structure of team(s) and relationship to tasks

### **11.2. Price**

The contract will be awarded to the consultant whose offer represents the best value for money, taking into account the above criteria.

## **12. Content and presentation of the bids**

### **12.1. Content of bids**

The tender must include:

- \* Exclusion clauses. Include a certificate or declaration that the tenderers are not in one of the situations listed in art. 93 paragraph 1 (see page 12) and that tenderers are neither under situation (a) and (b) of art. 94 (Financial Regulation).
- \* Selection criteria. Demonstrate
  - (i) Experience and expertise of a minimum of three years
  - (ii) Details of educational and professional qualifications (CV's)
  - (iii) Statement of Independence
  - (iv) Set of audited financial statements and accounts for the past three years
- \* The price and full budget of costs
- \* Financial identification form duly completed and signed by the bank
- \* The detailed curriculum vitae of the proposed experts
- \* The name and quality of the contractor's legal representative (i.e. the person duly authorised to act legally on behalf of the contractor in relation to third parties)

### **12.2 Presentation of the bids**

Bids must be submitted in triplicate (1 original and 2 copies)

Bids must contain all the information required by the Commission

Bids must be clear and concise

Bids must be signed by the tenderer's legal representative

Bids must be delivered according to the requirements set out in the letter of invitation to tender, and before the date and time indicated in this letter.