Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and Cohesion Fund (CF) – Work Package Nine: Culture and Tourism

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1 INFORMATION ON TENDERING

1.1 Participation

Participation in this tender procedure is open on equal terms to all natural and legal persons coming within the scope of the Treaties and to all natural and legal persons in a third country which has a special agreement with the Union in the field of public procurement on the conditions laid down in that agreement. Where the Multilateral Agreement on Government Procurement\(^1\) concluded within the WTO applies, the participation to the call for tender is also open to nationals of the countries that have ratified this Agreement, on the conditions it lays down.

1.2 Contractual conditions

The tenderer should bear in mind the provisions of the draft contract which specifies the rights and obligations of the contractor, particularly those on payments, performance of the contract, confidentiality, and checks and audits.

1.3 Joint tenders

A joint tender is a situation where a tender is submitted by a group of economic operators (consortium). Joint tenders may include subcontractors in addition to the joint tenderers.

In case of joint tender, all economic operators in a joint tender assume joint and several liability towards the Contracting Authority for the performance of the contract as a whole. Nevertheless, tenderers must designate a single point of contact for the Contracting Authority.

After the award, the Contracting Authority will sign the contract either with all members of the group, or with the member duly authorised by the other members via a power of attorney.

1.4 Subcontracting

Subcontracting is permitted in the tender but the contractor will retain full liability towards the Contracting Authority for performance of the contract as a whole.

Tenderers must give an indication of the proportion of the contract that they intend to subcontract.

During contract execution, the change of any subcontractor identified in the tender will be subject to prior written approval of the Contracting Authority.

\(^1\) See [http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm](http://www.wto.org/english/tratop_E/gproc_e/gp_gpa_e.htm)
1.5 Content of the tender

The tenders must be presented as follows:

Part A: Identification of the tenderer (see below)

Part B: Evidence for exclusion criteria (see section 2.2)

Part C: Evidence for selection criteria (see section 2.3)

Part D: Technical offer (see section 2.5)

Part E: Financial offer (see section 2.6)

1.6 Identification of the tenderer: legal capacity and status

The tender must include a cover letter presenting the name of the tenderer (including all entities in case of joint offer) and identified subcontractors if applicable, and the name of the single contact person in relation to this tender.

If applicable, the cover letter must indicate the proportion of the contract to be subcontracted.

In case of joint tender, the cover letter must be signed by a duly authorised representative for each tenderer, or by a single tenderer duly authorised by other tenderers (with power of attorney).

Subcontractors must provide a letter of intent stating their willingness to provide the service foreseen in the offer and in line with the present tender specification.

In order to prove their legal capacity and their status, all tenderers must provide a signed Legal Entity Form with its supporting evidence. The form is available on: http://ec.europa.eu/budget/contracts_grants/info_CONTRACTS/legal_entities/legal_entities_en.cfm

The tenderer (or the single point of contact in case of joint tender) must provide a Financial Identification Form and supporting documents. Only one form per offer should be submitted (no form is needed for subcontractors and other joint tenderers). The form is available on: http://ec.europa.eu/budget/contracts_grants/info_CONTRACTS/index_en.cfm

Tenderers must provide the following information if it has not been included with the Legal Entity Form:

- For legal persons, a legible copy of the notice of appointment of the persons authorised to represent the tenderer in dealings with third parties and in legal proceedings, or a copy of the publication of such appointment if the legislation which applies to the legal entity concerned requires such publication. Any delegation of this authorisation to another representative not indicated in the official appointment must be evidenced.
- For natural persons, where applicable, a proof of registration on a professional or trade register or any other official document showing the registration number.

### 2 EVALUATION AND AWARD

#### 2.1 Evaluation steps

The evaluation is based on the information provided in the submitted tender. It takes place in three steps:

1. Verification of non-exclusion of tenderers on the basis of the exclusion criteria
2. Selection of tenderers on the basis of selection criteria
3. Evaluation of tenders on the basis of the award criteria

Only tenders meeting the requirements of one step will pass on to the next step.

#### 2.2 Exclusion criteria

All tenderers shall provide a declaration on their honour (see Annex 1), duly signed and dated by an authorised representative, stating that they are not in one of the situations of exclusion listed in the Annex 1.

The model declaration to be inserted in Annex 1 is available on BUDGWEB:


The successful tenderer shall provide the documents mentioned as supporting evidence in Annex 1 before signature of the contract and within a deadline given by the contracting authority. This requirement applies to all members of the consortium in case of joint tender.

#### 2.3 Selection criteria

Tenderers must prove their economic, financial, technical and professional capacity to carry out the work subject to this call for tender.

The evidence requested should be provided by each member of the group in case of joint tender. However a consolidated assessment will be made to verify compliance with the minimum capacity levels.

The tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. It must in that case prove to the Contracting Authority that it will have at its disposal the resources necessary for performance of the contract, for example by producing an undertaking on the part of those entities to place those resources at its disposal.
2.3.1 **Economic and financial capacity criteria and evidence**

In order to prove their economic and financial capacity, the tenderer (i.e. in case of joint tender, the combined capacity of all members of the consortium and identified subcontractors) should provide the following evidence:

- Copy of the profit & loss account and balance sheet for the last two years for which accounts have been closed,

- Failing that, appropriate statements from banks,

- If applicable, evidence of professional risk indemnity insurance;

If, for some exceptional reason which the Contracting Authority considers justified, a tenderer is unable to provide one or other of the above documents, he or she may prove his or her economic and financial capacity by any other document which the Contracting Authority considers appropriate. In any case, the Contracting Authority must at least be notified of the exceptional reason and its justification in the tender. The Commission reserves the right to request any other document enabling it to verify the tenderer's economic and financial capacity.

2.3.2 **Technical and professional capacity criteria and evidence**

**a. Criteria relating to tenderers**

Tenderers (in case of a joint tender the combined capacity of all tenderers and identified subcontractors) must comply with the following criteria:

- The tenderer must prove experience in the field of theory and practice of socio-economic analysis and evaluation with at least two projects delivered in this field in the last three years;

- The tenderer must have knowledge of fundamental features of cohesion policy;

- The tenderer must prove capacity to draft analytical reports in English;

- The tenderer must prove experience in data collection, data analysis and verification, statistical analyses and drafting reports and recommendations.

**b. Criteria relating to the team delivering the service:**

The team delivering the service should include, as a minimum, the following profiles:

**Project Manager:** At least 10 years' experience in project management, including overseeing project delivery, quality control of delivered service, client orientation and conflict resolution experience in project of a similar size and coverage (geographical scope at least half of the one subject to this call for tender), with at least one year's experience in management of team of at least 5 people.
Language quality check: at least two members of the team should have native-level language skills in English or equivalent, as guaranteed by a certificate or past relevant experience.

c. Evidence:

The following evidence should be provided to fulfil the above criteria:

- List of relevant services provided in the past three years, with sums, dates and recipients, public or private. The most important services shall be accompanied by certificates of satisfactory execution, specifying that they have been carried out in a professional manner and have been fully completed;

- The educational and professional qualifications of the persons who will provide the service for this tender (CVs) including the management staff. Each CV provided should indicate the intended function in the delivery of the service.

2.4 Award criteria

The tender will be awarded according to the best-value-for-money procedure. The quality of the tender will be evaluated based on the following criteria. The maximum total quality score is 100 points.

- **Quality of the proposed methodology** (50 points – minimum threshold 50%)

  This criterion will assess the appropriateness of the methodology of the whole evaluation and of the specific methodology for each task including:

  - data analysis – including additional data collection;
  - arrangements and methodologies to carry out the survey and;
  - arrangements and methodologies for the case study and mini-case study analysis.

- **Organisation of the work** (30 points – minimum threshold 50%)

  This criterion will assess how the roles and responsibilities of the proposed team and of the economic operators (in case of joint tenders, including subcontractors if applicable) are distributed for each task. It also assesses the global allocation of time and resources to the project and to each task or deliverable, and whether this allocation is adequate for the work. The tender should provide details on the allocation of time and resources and the rationale behind the choice of this allocation.

- **Quality control measures** (20 points – minimum threshold 50%)

  This criterion will assess the quality control system applied to the service foreseen in this tender specification concerning the quality of the deliverables, the language quality check, and continuity of the service in case of absence of the member of the team. The quality system should be detailed in the tender and specific to the tasks at hand; a generic quality system will result in a low score.
Tenders must score above 50% for each criterion and sub-criterion, and above 50% in total. Tenders that do not reach the minimum quality thresholds will be rejected and will not be ranked.

After evaluation of the quality of the tender, the tenders are ranked using the formula below to determine the tender offering best value for money. A weight of 70/30 is given to quality and price respectively.

![Formula](image)

2.5 Technical offer

The technical offer must cover all aspects and tasks required in the technical specification and provide all the information needed to apply the award criteria. Offers deviating from the requirements or not covering all requirements may be excluded on the basis of non-conformity with the tender specifications and will not be evaluated.

2.6 Financial offer

The price for the tender must be quoted in euro. Tenderers from countries outside the euro zone have to quote their prices in euro. The price quoted may not be revised in line with exchange rate movements. It is for the tenderer to assume the risks or the benefits deriving from any variation.

Prices must be quoted free of all duties, taxes and other charges, including VAT, as the European Union is exempt from such charges under Articles 3 and 4 of the Protocol on the privileges and immunities of the European Union. The amount of VAT may be shown separately.

The quoted price must be a fixed amount which includes all charges (including travel and subsistence). Travel and subsistence expenses are not refundable separately.

3 TECHNICAL SPECIFICATIONS

3.1 Overall purpose and context of this evaluation

The European Commission, Directorate-General for Regional and Urban Policy intends to undertake an ex post evaluation of cohesion policy programmes financed by the European Regional Development Fund (ERDF) and the Cohesion Fund (CF) during the period 2007-2013 in regions covered by the Convergence, Regional Competitiveness and Employment and European Territorial Cooperation objectives in 28 Member States.

The ex post evaluation is an important instrument to inform national and regional authorities, the general public, the European Parliament and other stakeholders involved about the outcomes of the 2007-2013 generation of cohesion policy programmes. The

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2 Council regulation (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund
evaluation will examine the extent to which the resources were used, the effectiveness and
the socio-economic impact. The evaluation shall identify factors contributing to the success
or failure of programmes and identify good practice.

During the 2007-2013 programming period, a stronger focus on accountability for what
has been achieved with Cohesion Policy resources has become apparent, stimulated by the
publication of the ex post evaluation for the 2000-2006 period, the debate on the
requirements for Cohesion Policy for the 2014-2020 period and the economic and financial
crisis. This ex post evaluation will deepen the analysis undertaken on the 2000-2006
period, exploring in more depth the achievements of the policy and evaluating themes not
covered before.

As required by the regulation, the ex post evaluation must be completed at the end of 2015.
This is a particular challenge, as programmes are still being implemented until (or in some
case after) the end of 2015. Results and interim results of the study will be used to improve
programmes in the 2014-2020 programming period and will feed into debate on the future
policy on economic and social cohesion after 2020.

3.2 Specific context of this contract

The areas of culture and tourism cover a very wide range of public and private activities
with some overlaps between these sectors and other sectors such as sports, media and
information technology (creative industries).

Tourism

The tourism sector generates around 4% of GDP in the EU and some EU regions are
highly dependent on the tourism sector for income and employment. The tourism industry
is defined as hotels and restaurants, activities of travel agencies and tour operators, tourist
assistance activities as well as certain recreational, cultural and sporting activities. Given
the high dependency of some EU regions on tourism, not only support for higher added
value / innovation and better environmental sustainability, but diversification could be
fostered to reduce dependency and ensure economic activity and jobs outside the tourist
season. The EU tourism strategy³ emphasises the need to increase competitiveness and its
capacity for sustainable growth, including greater resource efficiency, strengthening
innovation and the use of ICT and addressing seasonality and low skills among tourist
sector workers.

Culture

Activities in the culture sector range from preservation and restoration of natural and
cultural heritage, to activities in the arts, including venues and museums, and
entertainment, media and e-culture platforms. The economic value of culture is captured
through the term "creative industries" which includes a diverse collection of business
disciplines that have both a cultural and economic impact, in particular architecture, web
and graphic design, fashion design, performing arts, publishing, video games and
multimedia, music, arts and antiques, artistic crafts and fashion design, as well as film, TV
and radio production, mobile communications, advertising and public relations. It is
estimated that the culture and creative industries (CCI) account for 3.3% of EU GDP (and
sport for a further 2%). Culture can also be a driver for urban development. For example, it
has been demonstrated that the European Capital of Culture can bring benefits (some long

³ Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe, COM
term) to cities and regions. Though it remains first and foremost a cultural event, it can create a significant social and economic legacy, particularly when the event is embedded as part of a long-term culture-informed development strategy.

**ERDF support for Tourism and Culture**

From information available to the Commission it appears that at least EUR 14 Billion is likely to be invested in tourism and culture activities by the end of the period. Separate from the dedicated allocations of EUR 12 billion to tourism and culture, programmes have also reported around EUR 2 billion allocated to projects benefiting the sector "hotels and restaurants", mainly under innovation and business support priority themes.

The projects and schemes supported can range from investments in large public infrastructure, to investments to private enterprises or in small local or cross border projects. Public support is often decided by local and regional authorities, who often have defined roles in such areas, and has strong local or sectoral support.

Evaluation evidence for the effectiveness of ERDF support for culture and tourism is limited. ERDF support to these sectors has not to date been the subject of a dedicated evaluation by the Commission, while relatively few evaluations have been conducted or are ongoing in the Member States. A lack of clarity in the logic underpinning the interventions and the scattered nature of projects in these areas may have encouraged a focus more on implementation issues and financial data and less on the long term impact of projects/ interventions and on their financial sustainability.

Several high profile tourism and cultural projects have attracted attention in view of their success and positive economic impact on the local area or region. Other anecdotal evidence also suggests that some investments in these sectors have failed to achieve any significant economic impact and have often presented a negative image of EU cohesion policy and national, regional and local investment choices (e.g. constructing municipal swimming pools or sports facilities, supporting one-off events or other isolated or over-scaled investments). Operating and maintaining cultural heritage and public tourism infrastructure also represents a challenge (dependence on public subsidies).

As in other domains, the effectiveness of individual interventions and their success in addressing dependence on seasonal demand or on long term public subsidies is probably influenced by the existence and quality of coherent strategies. There remain questions concerning the value of certain investments in the light of the objectives of cohesion policy as a policy investing in structural change and promoting the diversification of regional economies.

The European Court of Auditors published a performance audit on the effectiveness of ERDF co-financed tourism projects in 2011. Its findings were positive as to achieved results in terms of increased tourist activity and capacity (including the maintaining of jobs in the tourist sector). On the other hand, it also highlighted several limitations as to the clear articulation of objectives, weak orientation towards results and above all weak financial sustainability.

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5 [http://eca.europa.eu/portal/pls/portal/docs/1/9312724.PDF](http://eca.europa.eu/portal/pls/portal/docs/1/9312724.PDF)
### 3.3 Subject of the contract

The evaluation will establish the nature of co-financed investments in the sector of tourism and culture and explore the rationale that guides their potential and actual contribution to deliver growth and jobs. The study will synthesise outputs and results achieved, and will assess the effectiveness of strategies and interventions in these policy areas.

### 3.4 Scope of the contract

ERDF support for tourism and culture in the period 2007-2013 under the Convergence, Regional Competitiveness and Employment and European Territorial Co-Operation Objectives is planned to reach around EUR 14 billion.

The system of categorisation of expenditures currently in use identifies several categories which are directly linked to tourism and culture:

**Tourism**
- 55 Promotion of natural assets
- 56 Protection and development of natural heritage
- 57 Other assistance to improve tourist services

**Culture**
- 58 Protection and preservation of the cultural heritage
- 59 Development of cultural infrastructure
- 60 Other assistance to improve cultural services

Under these 6 codes, 233 programmes planned (as at August 2013) support of around EUR 12 billion from the ERDF (Annex 3). Of that sum more than EUR 1 billion is invested in programmes under the European Territorial Cooperation objective; accordingly the analysis will also cover these programmes.

In addition, through the "economic" dimension of the categorisation system, many programmes have also identified sources of support (other than codes 55-60) for the economic sector "code 14: Hotels and restaurants". Between 2008-2012 over EUR 2 billion (not including Codes 55-60) was reported as allocated to selected projects targeting hotels and restaurants. Given that the categorisation system is an information system and its use by the programme managers varies it is possible that other innovation or business support measures also benefit tourism or cultural operators.

### 3.5 Tasks

**Task 1: Literature review and typology**

The contractor will review the existing literature on public investment in the sectors of culture and tourism (including relevant literature on creative industries and sport) in order to construct a theoretical basis for the evaluation of Structural Funds support in these policy areas. The review process will include the analysis of secondary literature on public investment in these sectors as well as other case study analyses where relevant.

Under this task - and building on the review of existing literature - the contractor is asked to elaborate a typology of public investment strategies taking account of: “type of strategy”, “expected outcomes/results” (including the element of jobs quality), “context”
(including the possible strengths and weaknesses of the proposed strategy). The proposed typology will be utilised during the analysis of results under Task 2 and later on for the analysis of cases as outlined in Task 3.

The assessment performed under Task 1 will answer the following questions:

- What are the socio-economic rationales that justify public financial support – distinguishing between public owned initiatives and support to private initiatives?

- Is there evidence of the effects of public financial supports, either in general or according to the different types of investments?

- What are the main types of public investment strategies pursued in culture and tourism? Include where relevant natural heritage, creative industries, sports and other recreational activities.

**Task 2: Data analysis and sampling**

The contractor will perform a thorough analysis of ERDF support in the areas of culture and tourism based on the categorisation and indicator data reported by member States to the DG for Regional and Urban Policy. A survey to assess the rationale for investments in tourism and culture, as well as the logic of intervention will complete this task.

In relation to the planned and actual use of the funds and the reporting of "core" indicators for the ERDF and the Cohesion Fund, the Member States and the Commission exchange more detailed data in the period 2007-2013 compared to previous programming periods.

In relation to the tracking of financial inputs, the Member States report annually on progress in project selection using the "categorisation system". This system comprises 86 priority theme codes (the most widely used element of the categorisation system) but also has information on "form of finance", "territorial dimension", "economic dimension" and "location".

The system of ERDF/CF core indicator reporting (41 indicators) was set out in working documents from 2007 and 2009. It has led to annual reporting at OP level (sometimes also at priority axis level) of cumulative figures for achieved outputs often in relation to initial target value. Work package zero under the programme of ex-post evaluation 2007-2013 will gather and quality assess physical data reported by Managing Authorities in their Annual Implementation Reports. That work package will therefore provide updated data during the implementation of this contract.

The categorisation data (in its raw form) and core indicator data (corrected by DG REGIO) reported in the 2012 AIR are provided in excel tables on this webpage.


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Task 2a: Distribution of investments and reported outputs

Under this sub-task the contractor will consider different dimensions of categorisation, such as “priority theme”, “economic dimension”, “territorial dimension” and “type of finance dimension”, as well as the set of core and programme indicators used to account for achievements in sectors of culture and tourism. Overall, this should contribute to form a picture of the formal allocation of funds between themes, their geographical distribution, their economic relevance and reported achievements.

As part of this sub-task the programmes with the highest aggregate allocation for these areas will be identified. Those investing more than €15 m ERDF in support to culture and tourism activities / hotels and restaurants will be the object of a survey as outlined under Task 2b. This involves around 150 programmes and 95% of the total allocation of funds to culture and tourism/ hotels and restaurants.

The assessment performed under Task 2a will answer the following questions:

- What are the main differences in the relative distribution of investments in culture and tourism across programmes?
- What are the economic sectors (distinguishing between public and private) benefiting most from investments that can be associated with tourism and culture?
- What is the ‘geographical’ and ‘territorial’ distribution across investments?
- How reliable is the reporting of relevant core indicators across the programmes?
- What programme specific indicators are used and what are their reported achievements?

The contractor shall also comment on strengths and weaknesses in data reporting highlighting significant gaps (e.g. between input and output indicators) that prevent a clear understanding of achievements.

Task 2b: Survey of selected programmes

A survey of Managing Authorities of the programmes investing more than €15m ERDF shall be conducted.

The survey will aim to answer the following questions:

- Identify the nature of the activities and main beneficiaries of the financial support (e.g. services vs. infrastructure, public vs. private, etc.);
- Clarify the socio economic objective that is the focus of the interventions and enquire into the logic of intervention that forms the basis of the interventions carried out. To what extent do they address identified market failures?
- Are clear changes (specific objectives) being targeted and quantified and how are those changes being monitored? Identify the nature of the selection processes (competitive or other, scope of selection criteria);

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8 Work package "zero" will provide revised data for 2012 and 2013 (including core indicator n. 35 “Jobs in Tourism”).

9 Task 2c of Work package "zero" will address the issue of reported achievements.
- Identify the nature of the financial support (use of grants vs. financial engineering instruments);

- In the case of business support to private companies in these sectors (e.g. hotels and restaurants) are the support measures targeted exclusively to tourism enterprises or do these enterprises compete based on the same criteria applied to enterprises in other sectors?

- What are the most commonly used measures of achievements (core indicators as well as programme specific indicators - e.g. capacity of hotels, number of visitors and occupancy rate of facilities)?

- Do selection processes, selection criteria and the choice of indicators address the assessment of the financial sustainability of projects?

The technical offer for this evaluation shall include:

- A methodology for the administration of the survey;

- A survey template with a defined set of draft questions. This will be further refined by the contractor when assessment under Task 2a will be completed;10

- A strategy to maximize the response rate.

**Task 2c: Tabulation of findings and proposal for case selection**

Under this sub-task the contractor will cross-analyse the outcomes of Task 2a and 2b and the findings from the critical review performed under Task 1 to produce a table presenting in a systematic way the outcome of the survey (Task 2b). This should include the “type of strategy” undertaken, the “initial financial allocation”, “financial allocation at the moment of the survey”, “expected final allocation”, “outputs of interventions” and “achieved/expected results”.

On the basis of this analysis, the contractor will propose:

- 9 regional or programme case studies that are representative in the light of the analysis performed under task 1 and 2. The proposal will include short summaries (1-2 pages) of the regional/programmes strategies. The Unit of analysis for the selected case studies is the regional strategy or operational programme’s priority axis for culture and tourism (not a specific project falling under one or the other policy sectors).

- The contractor will at the same time propose (with brief descriptions) 2 “mini-case studies" for each of the 9 regional/programme strategies proposed; these shall concern single projects or schemes. Based on the range of operations supported, the contractors will propose for each of the regions/programmes one “more successful” and one "less successful” mini case studies for each region/programme.

From amongst the 9 proposed programme cases, 6 will be identified in agreement with the European Commission and will be subject to in depth analysis.

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10 Survey questionnaires should be provided in different national languages during contract execution.
**Task 3: Case study analysis**

The 6 programme case studies will assess the achievements of investments and their effectiveness in contributing to the objectives of growth and sustainable/long term jobs and other quantified or qualitative benefits. Thus, the contractor will explore how support in these sectors can deliver growth and jobs by focusing in particular on the different logics of intervention. Special attention will be paid to the question of projects' financial sustainability and whether it was taken into account and if so how this was assessed.

In the tender the bidders should propose methodologies for the regional case studies (strategies) and the mini-cases studies (projects).

To ensure complementarity with the forthcoming work package 10 of the ex-post evaluation (urban development and social infrastructures) the evaluator will pay specific attention to whether the selected cases are part of any urban development strategies (or priority axes devoted to urban development in the OPs) or fall outside of urban strategies.

Prior to the actual analysis of the selected cases a briefing will be organised by the contractor in each case study region involving the relevant stakeholders (up to a maximum of 10). This is meant to discuss the arrangements for the analysis and to allow the regions to present additional information.

Following the interim report and selection of the 6 case studies, one pilot case study and two mini case studies should be prepared in advance of the other case studies and submitted to the Commission in order to test and validate the methodology.

The mini-case studies (projects) should be in a format that is suitable for publication on the DG's Policy Learning Database\(^ {11} \) and based on a suitable adapted mini-case study methodology\(^ {12} \).

The draft case studies and mini-case studies shall be consulted with the relevant stakeholders in the case-study Regions.

<table>
<thead>
<tr>
<th>The assessment performed under Task 3 will answer the following questions:</th>
</tr>
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<tbody>
<tr>
<td>• What are the regional strategies underpinning public support and how do they identify priority investments in these specific sectors? How has future demand been analysed?</td>
</tr>
<tr>
<td>• What are the main changes (objectives) that programmes are attempting to achieve and what results have been achieved (or are likely to be achieved) via the support to specific projects?</td>
</tr>
<tr>
<td>• Are the supported projects within the investigated cases financially sustainable? How do selection criteria and the choice of indicators contribute to assure the financial sustainability of projects in the selection process?</td>
</tr>
<tr>
<td>• What are the main drivers of success and failure associated with these strategies and projects?</td>
</tr>
</tbody>
</table>

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To what extent do the projects supported represent a cost-effective means to foster economic growth for the Member State or region? Could such a support be better targeted to this end?

Task 4: Cross-task analysis and presentation of the final report

Taking into account the outcomes of analysis of task 1-3, the contractor will produce a final report including the overall findings of the analysis and the main implications for policies targeting the sectors of culture and tourism.

A seminar with Member States to discuss the findings of the evaluation and deepening the analysis for further policy orientation will be organised before the draft final report is submitted to the Commission (up to 40 participants). The evaluator will be responsible for the organisation and content of the seminar, including identifying participants, preparing the content of the seminars, leading discussions and writing up the event. The seminar will take place in Brussels. It will be organised by using support from Work Package 1 of the ex post evaluation (“Synthesis”) and the contractor of Work Package 1 will:

- cover travel and accommodation costs for participants from public authorities (maximum 1 night stay, train, flights economy class),
- cover travel and accommodation costs for participants not from public authorities (up to 2 nights, train, flights economy class), as well as a fee appropriate to the level of expertise.

3.6 Methodology

A combination of methods will be used in this evaluation, some of which have been signalled in the tasks description above. They include:

- Desk research and literature review;
- Analysis of data stored in the DG for Regional and Urban Policy's databases (InfoView). The successful contractor will be given access to this database;
- Interviews with Member States, Managing Authorities and Intermediate Bodies where necessary;
- Survey;
- Case study;
- Other methodological approaches as appropriate, to be specified in the tender documentation.

The tender documentation should outline how these methods will be combined to deliver the various tasks and answer the evaluation questions. Based on an overview of information published and listed in the bibliography, the tender should analyse the major difficulties inherent in carrying out this contract and outline strategies to overcome them.
3.7 Work organisation

As part of the tender documentation, the team to be involved in this evaluation should be identified, describing their skills and qualifications, quantifying the input of each member of the team in terms of days and explaining the distribution of tasks between the different team members involved. The attention of tenderers is drawn to the need for strong co-ordination, guidance and quality control which will be needed for the successful delivery of this contract.

It is recognised that the languages needed to cover the 6 case studies (and mini-case studies) ultimately chosen cannot be identified in advance of contracting. Therefore the bidders are invited to retain some flexibility in their technical offer in this respect.

The evaluator in consultation with DG REGIO will identify a maximum of 2 external experts in the areas concerned by the study who will provide additional expert input (written comments on major deliverables and oral comments in meetings) to the study. The evaluator should include in his tender the cost of 2 experts attending 3 meetings in Brussels during the course of the study.

3.8 Time schedule

The duration of the tasks is 14 months, starting from the signature of the contract. The deliverables and their timing are specified below.

Reports and meetings required by the Terms of Reference

<table>
<thead>
<tr>
<th>End Month</th>
<th>Deliverable</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Kick-Off Meeting with DG REGIO</td>
<td></td>
</tr>
<tr>
<td>Within 1 month</td>
<td>Inception Report</td>
<td>Meeting with Steering Group</td>
</tr>
<tr>
<td>Within 4 months</td>
<td>First Intermediate Report</td>
<td>Meeting with Steering Group</td>
</tr>
<tr>
<td>Within 6 Months</td>
<td>Presentation of pilot case-study and 2 mini-case studies</td>
<td></td>
</tr>
<tr>
<td>Within 9 Months</td>
<td>Presentation of six draft case-studies (and mini-case studies)</td>
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</tr>
<tr>
<td>Within 12 months</td>
<td>Draft Final report</td>
<td>Meeting with Steering Group</td>
</tr>
<tr>
<td>Within 14 months</td>
<td>Final report</td>
<td></td>
</tr>
</tbody>
</table>

3.9 Deliverables

The deliverables of this study will be:

**Deliverable 1**: one methodological inception report covering all Tasks.
**Deadline**: within one month after the signature of the contract.

**Deliverable 2**: one interim report presenting the results of Task 1 and Task 2.,
**Deadline**: within four months after the signature of the contract.
Deliverable 3: presentation of a pilot case study (including two mini-case studies)  
Deadline: within six months after the signature of the contract.

Deliverable 4: presentation of six case-studies (including all mini case-studies)  
Deadline: within nine months after the signature of the contract.

Deliverable 5: the draft final report responding to Tasks 1-3 of these specifications, including the analysis of the case studies selected for accomplishing Task 3. The draft Final Report should contain a synthesis report with chapters corresponding to each of the tasks and an annex with a draft report for each of the case studies dealt with under Task 3 as well as a conclusion in the form of “implication for policy” in the two areas of tourism and culture.  
Deadline: within twelve months after the signature of the contract.

Deliverable 6: one final report.  
Deadline: within fourteen months after the signature of the contract.

Besides the above mentioned deliverables, the contractor will submit a progress report of 2 pages maximum every month.

A hard copy and an electronic version of each report are required. For final reports three hard copies and an electronic version (three CD, Word format and PDF format or equivalent application compatible with MS Office) are required. The Commission will provide details for the layout of the reports.

The contractor will provide presentation material for each of the reports in English (PowerPoint or equivalent application compatible with MS Office) for the use of Commission services.

All reports will be delivered in English. **Tenderers should note that a high standard of written English and capacity for clear and concise expression of complex ideas is required in all deliverables.** An executive summary of the final report specified above will be delivered in English, French and German.

The contractor may be invited to present the results of the evaluation to the Member States and the Commission services (two meetings in Brussels). The travel costs for these presentations will be paid separately.

The quality of the evaluation will be assessed by the Commission services using the quality criteria from the Guide to the Evaluation of Socio-Economic Development. These can be found in Part 2 of that Guide at  

The assessment of the quality will be published by the Commission.

### 3.10 Organisation of the study

There will be a single contract with the Directorate General for Regional and Urban Policy for this evaluation.
As part of the tender documentation, the tenderer should identify the members of the core team and experts responsible for the Member State work. Effective planning of the fieldwork is essential and this should be reflected in the days allocated to the core team as well as the Member State experts. The person responsible for the quality of the content of each deliverable (including proper editing of the draft final report in terms of its content) should be identified. In addition the tender documentation should describe for each member of the team his/her skills and qualifications and quantify the input in terms of days and explain the distribution of tasks between the different team members involved. The tenderer should prove that their team has the capacity and knowledge to work in the fields of expertise required and in the languages which may be needed for the analysis and interviews.

The contractor will identify 2 experts to give advice throughout the evaluation, comment on the deliverables, and participate in the seminar. These experts should have in depth knowledge of the areas of tourism and culture.

The Directorate General for Regional and Urban Policy will establish a steering group representative of the relevant Directorates of the Directorate General as well as other interested Directorates General. The contractor will provide documentation for and attend three meetings of the steering group. It is anticipated that the meetings will take place in order to discuss the inception report, the intermediate report and the draft final report.

The contractor will be expected to attend a kick-off meeting plus three progress meetings with the Evaluation Unit of the Directorate General for Regional and Urban Policy in Brussels reviewing the progress of the study and resolving any problems arising. These meetings will be arranged according to needs arising.

### 3.11 Volume of the contract

€ 400,000 maximum (lump sum, including fees, travel expenses and other costs).

### 3.12 Terms of payment

The Contractor shall submit requests for all payment, expressed in euros, to the Commission.

Payments under the contract shall be made as follows:

**A first interim payment** equal to 15 % of the total amount within 30 days of the date on which a valid request for payment is registered following approval by the Commission of the inception report.

**A second interim payment** equal to 50 % of the total amount within 30 days of the date on which a valid request for payment is registered following approval by the Commission of the first intermediate report.

**Payment of the balance** equal to 35 % of the total amount within 30 days of the date on which a valid request for payment is registered following approval by the Commission of the final report and the previous deliverables, and the organisation of the report's presentations.
3.13 Documentation for the tenderers

- List of themes to be covered by work packages in the 2007-2013 Ex post evaluation in Annex 2
- Current reporting of allocation of resources at programme level by priority themes (Codes 55-60) in Annex 3 (largely excludes allocation to "hotels and restaurants" in economic dimension to selected project).
- Bibliography in Annex 4

The quality of the evaluation will be assessed by the Commission services using the quality criteria set out in Annex 5. The assessment of the quality will be published by the Commission.

4 CONTENT, STRUCTURE AND GRAPHIC REQUIREMENTS OF THE FINAL DELIVERABLES


The Commission is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. The Commission supports the Web Content Accessibility Guidelines 2.0 of the W3C.

For full details on Commission policy on accessibility for information providers, see: http://ec.europa.eu/ipg/standards/accessibility/index_en.htm

Pdf versions of studies destined for online publication should respect W3C guidelines for accessible pdf documents. See: http://www.w3.org/WAI/

4.1 Content

4.1.1. Final study report

The final study report shall include:

- an abstract of no more than 200 words and an executive summary of maximum 6 pages, in English, French and German;
- the following standard disclaimer:

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“The information and views set out in this [report/study/article/publication…] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s
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13 The Visual Identity Manual of the European Commission is available upon request. Requests should be made to the following e-mail address: comm-visual-identity@ec.europa.eu
behalf may be held responsible for the use which may be made of the information contained therein.”

- specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

4.1.2. Executive summary

The publishable executive summary shall be provided in both in English, French and German, and shall include:

- the following standard disclaimer:

  “The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”

- specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

4.2 Graphic requirements

For graphic requirements please refer to the template provided in the Annex 6. The cover page shall be filled in by the contractor in accordance with the instructions provided in the template. For further details you may also contact comm-visual-identity@ec.europa.eu.
ANNEX 1: DECLARATION OF HONOUR

See separate document
# Annex 2: Themes for Work Packages of the Ex Post Evaluation

<table>
<thead>
<tr>
<th>No.</th>
<th>Work package</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Data collection and quality assessment</td>
</tr>
<tr>
<td>1</td>
<td>Synthesis</td>
</tr>
<tr>
<td>2</td>
<td>Small and medium-sized enterprises, innovation, ICT</td>
</tr>
<tr>
<td>3</td>
<td>Financial Instruments for Enterprises</td>
</tr>
<tr>
<td>4</td>
<td>Large enterprises</td>
</tr>
<tr>
<td>5</td>
<td>Transport</td>
</tr>
<tr>
<td>6</td>
<td>Environment</td>
</tr>
<tr>
<td>7</td>
<td>Modelling the effects of transport projects</td>
</tr>
<tr>
<td>8</td>
<td>Energy efficiency</td>
</tr>
<tr>
<td>9</td>
<td>Tourism and Culture</td>
</tr>
<tr>
<td>10</td>
<td>Urban development and Social Infrastructures</td>
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<tr>
<td>11</td>
<td>European Territorial Cooperation</td>
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<td>12</td>
<td>Delivery system</td>
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<td>13</td>
<td>Geography of expenditure</td>
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<tr>
<td>14</td>
<td>Effect on macroeconomic aggregates</td>
</tr>
</tbody>
</table>
ANNEX 3: 2012 REPORTING OF ALLOCATION OF RESOURCES AT PROGRAMME LEVEL BY PRIORITY THEMES (CODES 55-60)

See separate document.
ANNEX 4: BIBLIOGRAPHY

1. COMMISSION

2000-2006:

- Ex Post Evaluations of the 2000-2006 Programming period:

2007-2013:

- Guidance:

- Strategic Report, 2013 and thematic fiche:

- Expert Evaluation Network Reports 2011-2013:
  http://ec.europa.eu/regional_policy/information/evaluations/index_en.cfm#1

  http://ec.europa.eu/regional_policy/information/evaluations/index_en.cfm#15

- Study on the contribution of culture to local and regional development – Evidence from the Structural Funds

- Promoting cultural and creative sectors for growth and jobs in the EU:

2. OTHER

- The impact of culture on tourism – OECD

- "Study on the Use of Structural Funds for Cultural Projects" KEA prepared for the European Parliament:

- "Measuring economic impact of CCIs policies: How to justify investment in cultural and creative assets" KEA study co-financed by the European Regional Development Fund and made possible by the INTERREG IVC programme:
ANNEX 5: QUALITY CONTROL: OUTPUT QUALITY CRITERIA

− Meeting needs as laid out in Terms of Reference
− Relevant scope and coverage
− Defensible design and methods
− Reliable data used
− Sound analysis
− Credible results that relate to analysis and data
− Impartial conclusions showing no bias and demonstrating sound judgement
− Clear report with executive summaries and annexed supportive data
ANNEX 6: TEMPLATE FOR GRAPHIC REQUIREMENTS

See separate document