EUROPEAN COMMISSION
DIRECTORATE GENERAL
JOINT RESEARCH CENTRE
Institute for Environment and Sustainability
Task Force "Expo 2015"

SPECIFIC CONTRACT
n° JRC/23/2015

Implementing Framework Contract n° **PO/2012-3/A3/03– Lot 1**

The European Union (hereinafter referred to as "the Union"), represented by the European Commission (hereinafter referred to as "the Commission"), represented for the purposes of the signature of this contract by , Director of the Institute for Environment and Sustainability of Directorate-General Joint Research Centre.

of the one part,

and

official name in full:	Coffey International Development Ltd. Trading as **The Evaluation Partnership (TEP)**
official legal form:	Incorporated Company
official address in full:	1, Northfield Road UK-W1U 6AG Reading Berkshire UNITED KINGDOM
statutory registration n°:	
VAT registration number:	

(hereinafter referred to as "the Contractor"), represented for the purposes of the signature of this contract by Operations Manager

of the other part,

HAVE AGREED

ARTICLE 1: SUBJECT

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1.1 This specific contract implements Framework Contract n° **PO/2012-3/A3/03 – Lot I,** signed by the Commission and the Contractor on 28 December 2012.

1.2 The subject of this specific contract is the **Evaluation of the EU Participation in Expo Milano 2015**

1.3 The Contractor undertakes, on the terms set out in the Framework Contract and in this specific contract and the annexes thereto, which form an integral part thereof, to perform the tasks specified in Annex B & C

ARTICLE 2: DURATION

2.1 This specific contract shall enter into force on the day it is signed by the last contracting part.

2.2 The duration of the execution of the tasks shall not exceed **13 months**. This period and all other periods specified in the Contract are calculated in calendar days. Execution of the tasks shall start from the day it is signed by the last contracting part. The period of execution of the tasks may be extended only with the express written agreement of the parties before such period elapses.

ARTICLE 3: PRICE

3.1 The total price to be paid by the Commission under this specific contract shall be **EUR 98,450.00** covering all tasks executed.

This price also covers any fees payable to the Contractor in relation to the vesting of rights in the Union and where applicable the transfer of rights to the Union and any use of the results by the Commission.

3.2 In addition to the price no reimbursable expenses exist.

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ARTICLE 4: PAYMENT ARRANGEMENTS

The payments will be made in accordance with Article I.4 of the Framework contract.

4.1 Interim payment

The contractor shall submit an invoice for an interim payment(s) equal to 30% of the total price referred to in the article 3.1 of this specific contract.

The invoice shall be accompanied by an interim report in accordance with Points 4.2 and 5.3 of the terms of reference. The Commission shall approve the report and make the payment in accordance with Point I.4.2 of the framework contract.

4.2 Payment of the balance

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The contractor shall submit an invoice for a payment of the balance after the completion of the tasks referred to in this specific contract.

The invoice shall be accompanied by the final report in accordance with Points 4.3 and 5.3 of the terms of reference. The Commission shall approve the report and make the payment in accordance with Point I.4.3 of the framework contract

ARTICLE 5: PERFORMANCE GUARANTEE

Not Applicable

ARTICLE 6: USE OF RESULTS

Not Applicable

ANNEXES

Annex A1 - Statement of Contractor concerning right to delivered result
Annex A2 - Statement of creator / intermediary in delivery
Annex B – Invitation to tender and Terms of reference - Ares(2015)1529286
Annex C - Contractor's Specific Tender n° Ares(2015)1766363

SIGNATURES

For the Contractor,

signature: ______________

Done at LONDON, UK 14/5/15

For the Commission,

signature: ______________

Done at Ispra, 26/5/15

In duplicate in English.

Ref. Ares(2015)2015994 - 12/05/2015

Annex [A1]

Statement of Contractor concerning right to delivered result

I, representing **Coffey International Development Ltd**, party to the contract JRC/23/2015 warrants that the Contractor holds a right to the delivered **Evaluation of the EU Participation in Expo Milano 2015** which is/are free of any claims of third parties.

Work was prepared by [*insert names of creators*] is [original and] free of rights of third persons. Creators transferred all their rights to the work (excluding moral rights of natural persons) to [*insert name of the entity that received rights from the creators*] [through a contract of [*insert date*] [a relevant extract of which is] herewith attached.

Creators [received all their remuneration on [*insert date*]] [will receive all their remuneration as agreed within [*complete*] weeks from [delivery of this statement] [receipt of confirmation of acceptance of the work]. [The statement of the creators confirming payment is attached].

Date, place, signature

Ref. Ares(2015)2015994 - 12/05/2015

Annex [A2]

Statement of creator / intermediary in delivery

of the [*title of the result*]
within the Framework Contract number **JRC/23/2015**
Specific Contract n° **PO/2012-3/A3/03– Lot 1**
concluded between the European Commission and Coffey International Development Ltd

I, [*insert name of the authorised representative of the intermediary*] representing [*insert name of the intermediary*] state that I am the right holder of: [*identify the relevant parts of the result*] [which I created] [for which I received rights from [*insert name*]].

I am aware of the above contract, especially Articles I.9, II.10 and point [*insert reference*] of the Request for Service and I confirm that I transferred all the relevant rights to [*insert name*].

I declare that [I received full remuneration.] [I agreed to receive remuneration by [*insert date*]].

[I also confirm that I do not oppose my name being recalled when the results are presented to the public and confirm that the results can be divulged.]

Date, place, signature

EUROPEAN COMMISSION
DIRECTORATE GENERAL
JOINT RESEARCH CENTRE
Resources
Finance & Procurement

Date
ARES

TEP:
Mr
Operations Manager
The Evaluation Partnership
109 Baker Street
W1U 6RP London
UNITED KINGDOM
ben.ward@evaluationpartnership.com

Subject: Invitation to tender
PO/2013-A3/03 – Lot 1 — Evaluation of communication activities
Specific Contract JRC/23/2015 - Evaluation of the EU Participation in Expo Milano 2015

Dear Sir/Madam,

1. The European Commission is planning to award the public contract referred to above.

   Please find attached the related tender specification listing all the documents that must be produced in order to submit a tender, the technical specifications and the draft contract.

   The present call for tender is regulated by the Regulation (EU, Euratom) N. 966/2012 of the European Parliament and of the Council of 25/10/2012 on the financial rules applicable to the general budget of the Union and by the Commission Delegated Regulation (EU) N. 1268/2012 of 29/10/2012 on the rules of application of Regulation (EU, Euratom) N. 966/2012

2. If you are interested in this specific contract, you should submit a tender, following the instructions included in the present letter, its Annexes and those included in the Framework Contract PO/2013-A3/03 – Lot 1 — Evaluation of communication activities.

3. Tenderers shall submit tenders by electronic mail not later than **24/04/2015** to **JRC-B5-BXL-PROCUREMENT@ec.europa.eu**

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4. Tenders must:
   - be signed by a duly authorised representative of the tenderer;
   - be perfectly legible so that there can be no doubt as to words and figures;
   - use Annex II – Financial offer to present the financial offer

5. The period of validity of the tender, during which tenderers may not modify the terms of their tenders in any respect, is six months from the final date for submission.

6. Submission of a tender implies acceptance of all the terms and conditions set out in this invitation to tender, in the tender specification and in the draft contract and the framework contract, where appropriate, waiver of the tenderer's own general or specific terms and conditions. Submission of a tender is binding on the tenderer to whom the contract is awarded for the duration of the contract.

7. All costs incurred during the preparation and submission of tenders is to be borne by the tenderers and will not be reimbursed.

8. Contacts between the contracting authority and tenderers are exceptionally allowed under the following conditions only:

   - Before the final date for submission of tenders:

   * At the request of the tenderer, the contracting authority may provide additional information solely for the purpose of clarifying the nature of the contract.

     Any requests for additional information must be made in writing only to e-mail JRC-B5-BXL-PROCUREMENT@ec.europa.eu
     Requests for additional information received less than five working days before the final date for submission of tenders will not be processed.

   * The Commission may, on its own initiative, inform interested parties of any error, inaccuracy, omission or any other clerical error in the text of the call for tenders.

   - After the opening of tenders

   * If clarification is required or if obvious clerical errors in the tender need to be corrected, the contracting authority may contact the tenderer provided the terms of the tender are not modified as a result.

10. This invitation to tender is in no way binding on the Commission. The Commission's contractual obligation commences only upon signature of the specific contract with the successful tenderer.

11. Up to the point of signature, the contracting authority may either abandon the procurement or cancel the award procedure, without the candidates or tenderers being entitled to claim any compensation. This decision must be substantiated and the candidates or tenderers notified.

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12. Once the Commission has opened the tender, the document shall become the property of the Commission and it shall be treated confidentially.

13. You will be informed of the outcome of this procurement procedure by e-mail. It is your responsibility to provide a valid e-mail address together with your contact details in your tender and to check it regularly.

14. If processing your reply to the invitation to tender involves the recording and processing of personal data (such as your name, address and CV), such data will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Unless indicated otherwise, your replies to the questions and any personal data requested are required to evaluate your tender in accordance with the specifications of the invitation to tender and will be processed solely for that purpose by the Head of the Task force Expo 2015. Details concerning the processing of your personal data are available on the privacy statement at: http://ec.europa.eu/dataprotectionofficer/privacystatement_publicprocurement_en.pdf.

14. Your personal data may be registered in the Early Warning System (EWS) only or both in the EWS and Central Exclusion Database (CED) by the Accounting Officer of the Commission, should you be in one of the situations mentioned in:

    - the Commission Decision 2014/792 of 13.11.2014 on the Early Warning System (for more information see the Privacy Statement on http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm),
    or
    - the Commission Regulation 2008/1302 of 17.12.2008 on the Central Exclusion Database (for more information see the Privacy Statement on http://ec.europa.eu/budget/explained/management/protecting/protect_en.cfm#BDCE)

Date and signature

- 4.2015.

Procurement Officer

Annexes

1. Annex I – Terms of Reference
2. Annex II - Financial Offer Template Table
3. Annex III – Model Specific Contract

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Ref. Ares(2015)2629286 - 09/06/2015

European Commission

Terms of reference

Evaluation of the EU Participation in Expo Milano 2015

(Reopening of competition under

the Framework contract PO/2012-3/A3— LOT 1

of DG COMM)

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Table of Contents

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1 Purpose

1.1 Context

The World Expo 2015 will take place in Milan from 1 May to 31 October 2015 on the theme "Feeding the Planet: Energy for Life". This edition of the Expo is meant to become a milestone of planetary debate on food and sustainability and will be a platform for political discussions and policy initiatives on these issues. Over 140 countries from all over the world and 20 EU Member States have confirmed their participation, attesting to the significant commitment generated by this event. It will be a valuable opportunity to inform and communicate with European (and International) citizens on the critical topics brought forward by the Expo. The theme of the EU Pavilion "Growing Europe's Future together for a Better World" reflects this ambition.

Expos have always been major international events in which countries, private stakeholders and organisations present and promote their identity, their policies and achievements in relation to Expo themes. But more than just a cultural event, this edition of the Expo will also be political as countries and international organisations come together to discuss the evergrowing issues of food and sustainability. In this context the EU Pavilion's theme is particularly significant. The EU should therefore aim to establish its role as a key player in this global debate and take this opportunity to work towards fruitful collaboration on these matters with other stakeholders, both public and private.

As consequence for the evaluation a particular focus will be to assess the impact of the participation of the EU Union in the Expo which includes a physical presence in a well located pavilion. The European institutions have so far actively participated in all previous editions of the Expo, which took place in the EU and in most of those organised overseas. Furthermore, reports from previous EU participation show that such an event can have an important impact on citizens' perception of and attitude towards the EU.

ANNEX- Commission Communication on Expo 2015 (COM 2013 255)

1.2 Aim and Scope

Period under consideration

The period under consideration for the ex-post evaluation is the assessment of activities performed by the EU in the context of the World Expo 2015 from 1/5/15 to 31/10/15.

1. Communication and Perception of the EU

With the potential to reach millions of visitors, both on site and remotely, the World Expo 2015 offers the occasion to communicate key EU achievements in the fields of food and sustainability and contribute to improving the knowledge and perception of the EU in Europe and overseas.

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The EU has decided to build a narrative pavilion where visitors will be inspired through the movie " The Golden Ear" that narrates the story of 'Alex and Sylvia' in relation to the EU's key role related to the food supply chain, global food security and safety, including its links with peace, human rights and environmental awareness and growth within Europe and throughout the world. The aim is that, through relating to the characters, the story and an experience rooted in cultural, social, scientific and educational programmes, visitors will emerge from the exhibition with a greater understanding and positive attitude toward EU food-related systems and policies, and the EU's involvement to improve food security worldwide.

Due to budget restriction, the EU pavilion has a rather limited capacity and could manage a maximum flow of visitors corresponding to 630/hour of operation. Furthermore the construction of the pavilion in the Italian Pavilion, which is the responsibility of the Expo company, has been delayed for several months leaving vitually no time for the EU contractors to perform the necessary tests of the installed equipment. It is therefore expected that most of the tests will be carried out during the months of May when the flow of visitors should be lower than during the summer peak, with only one or two of the three lines could be open.

The main objectives for communication include to:

- ➢ Attract to the EU Pavilion a significant number of visitors, subject to the limtations in capacity
- ➢ Get closer to the heart of the citizens with an engaging story where the EU is depicted in the background
- ➢ Improve understanding of the EU in the visitors and induce a positive shift of perception/behaviour
- ➢ Leave a lasting positive legacy of the EU vis-à-vis the EU citizens and visitors of the EXPO after the EXPO 2015 by bridging the *palazzo* and the *piazza*.
- ➢ Convey the added value of Europe
- ➢ Raise awareness about the participation of the European Union in EXPO Milano through media
- ➢ Reach out to those who cannot attend the event by extending the experience online

Subject to assessment are:

- Numbers of visitors and visitor profiles
- Visitor satisfaction and expectations
- Design and Equipment configuration
- Messages conveyed, Media coverage and Merchandising
- Protocol/Public Relations

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- General organisational set-up of pavilion
- Volunteer programme
- Relations with Pavilions of EU Member States
- Collateral exhibitions
- Acknowledgements and possible prizes
- Comparison with other EC communication activities

2. Policy Impact

The World Expo 2015 will be the ideal opportunity for an open, interactive and forward-looking exchange with citizens and experts on global food policy, with great potential for future policy development. The aims are:

- being more than just informative, to establish an interaction on scientific food policy development with the visitors, experts, scientists and VIP's during the events of World Expo 2015

- to create an opportunity for discussion and public debate during and after World Expo 2015.

- to strengthen the impact of Expo as an impetus for progress and a solution-finding step in the domains of "food and nutrition security" the work on the development of food policy aims at identifying research challenges across seven fields

- to contribute to the global food debate during and after Expo by interacting with the global political agenda.

Among the topics that will be addressed are:

- Understand global food markets
- Increase food safety and quality
- Increase agricultural outputs in a sustainable way
- Manage resources in an integrated and sustainable way: land, energy, water
- Improve public health through nutrition
- Reduce food waste and losses
- Increase equity and redistribution

The Expo Task Force of the Commisison has set up an Interservice Working Group including relevant Commission services and other interested EU institutions which meets once a month.

The main contribution to addressing the global challenge of feeding the planet will come from science, technology and innovation. The EU has set a Steering Committee composed by 11 experts chaired by former EC Commissioner Franz Fischler. Their publication "The role of research in global food and nutrition security" provides the EU with a recommendation

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regarding its research, development and innovation options to address the global challenge. This will be subject to public consulation and to an ambitious programme of scientific conferences jointly organised with the Milan universities.

The Italian organisers are preparing the "Charter of Milan" which shall be a simple documernt including several points related to food and nutrition, to which the visitors can subscribe

Possible subject to assessment will be:

- Conferences, workshops and other events
- Scientific Programme
- The EU contribution to organisers' documents (Charter of Milano, Final Declaration)
- Potential impact on EU policy development
- Contributions on policy debate

3. Contribution to Growth and Jobs

In order to enhance growth and jobs the aim is to organize B2B meetings between European and Third Country enterprises and institutions that will take place during World Expo 2015. The B2B Meetings will take place with the Euromed countries & Turkey, CELAC, SADC, ASEAN countries, China, USA and Japan. The events are co-organisd by the Directorate-General for Internal, Market, Entrepreneurship, Insdustry and SME's (DG GROW) and the EU World Expo 2015 Task Force (JRC) and will focus on food related industries.

The EU-Third Country events will last 1 to 2 days and will be structured as follows:

a) Presentation of the economic and commercial opportunities in the EU and in Third Countries by high level political authorities followed by more technical presentations by official business representatives (ca 40%).

b) B2B match-making events in specific industrial sectors related to the Expo theme (60%).

- Subject of the assessment, which will carried our by Promos under contract with the European Commission (DG GROW), may include:
- Company numbers
- Company profiles
- Involvement of government representatives
- B2B Third Country event follow – up and economic evaluation
- Follow-up on company partnership agreements (in a 3 to 6 to 12 months rhythm after Expo in order to meet the agreement processes and to have a long term validation) and best practice for growth policy development and final recommendations

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1.3 End user of the evaluation

This will be in the form of a report to the European Commision-Joint Research Center-Task Force Expo, which could be sent to other EU institutions and for public dissemination.

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2 Tasks to be performed by the contractor

In order to address the work to be performed, the evaluators will provide an answer, based on sound, evidence-based analysis, to the evaluation questions below.

When answering each evaluation question, and on the basis of the judgment criteria for each of them, the evaluators will

- produce conclusions on the current situation,
- provide precise, practical recommendations for future work.

2.1 *Tasks in general*

2.2 *Evaluation questions*[1]

1. Communication and Perception of the EU

1.1. Numbers of visitors and visitor profiles[2]

To what extent has the EU Pavilion been successful in attracting numerous visitors with diverse profiles? (Visitor data in relation to the final visitor data published by Expo S.p.A.)

[1] For each of the questions a number of judgment criteria and indicators have been defined. A judgement criterion specifies an aspect of the intervention that will allow its merits or worth to be assessed in order to answer the evaluation question. Indicators considered for each criterion help in measuring it. All judgement criteria and indicators will be taken into consideration by the evaluators when answering the questions. The evaluators may propose additional judgement criteria and indicators which they find appropriate and/or reformulate the proposed ones.

[2] Maximum capacity vs target capacity. 1 500 000 is the maximum capacity of the pavilion. This number can only be applied if the pavilion pavilion is 100% full, 13h a day, during 184 days (the maximum turnover x 1h is 630). This data represents a maxium scenario. As consequence the 70% benchmark seems more realistic but is still correlated with the final visitor data that will be published by Expo S.p.A.

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Suggested success criteria	• Visitors number corresponds to the target capacity of 70% of the EU pavilion capacity (estimated 1 000 000 visitors) • Heterogeneity of visitors profile with focus on families and youngsters • The number of visitors and the diversity of visitor profiles correspond to the average mix of visitors at Expo and at other 3 selected pavilions • Discovery of the reasons why the visitors came to the EU pavilion (by chance, by suggestion, by curiosity, etc.) • The visitors stopped at the post-show
Suggested tools and indicators	▪ Automatic counter of visitors at the entrance of pavilion ▪ Sample of visitor profiles, satisfaction and expectations ▪ Comparisons with at least 3 other pavilions ▪ Published statistics by 3 pavilions and organisers ▪ Correlation to final visitor data published by Expo S.p.A

1.2. Visitor satisfaction and expectations

To what extent was the pavilion appreciated by the visitors?	
Suggested success criteria	• The visitors enjoyed the overall experience • The visitors appreciated the theme "Growing Europe's Future Together for a better World" and the focus on bread and wheat • The visitors liked the two characters Alex and Sylvia
Suggested tools and indicators	• Visitors survey (samples) • Special equipment (e.g. screen) ay exit with smileys

1.3. Design and Equipment configuration

Did the visitors appreciate the design, décor, special effects in the EU Pavilion?	
Suggested success criteria	• Large screen at the entrance • Exterior design of the pavilion • Interior Design • Exterior line • Interior line • Preshow • Show movie • Show Special Effects • Post Show • Merchandise shop
Suggested tools and	• Visitors survey (samples)

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indicators	

1.4. Messages conveyed by the visitor's experience

To what extent were the show and the post-show successful in communicating clear messages on the EU?	
Suggested success criteria	• The visitors enjoyed content and form of the show and the post-show • Is the attitude of visitors after the visit somehow more positive towards the European Union? • The visitors identified themselves with the messages conveyed by the protagonists • The visitors feel better informed/ have changed their perception/ are ready to change their behaviour with regard to food policy issues • The visitors feel better informed/ have changed their perception/ are ready to change their behaviour with regard to agriculture and science?
Suggested tools and indicators	• Visitors survey (samples) • Observations on the spot

1.5. Europe Day (9/5/2015) (tbc)

To what extent was the Europe Day successful?	
Suggested success criteria	• High number of participants in the events at the site • Large Parade on site (tbc) • High number of visitors at evening concert (Piazza Duomo, tbc) • Presence of authorities (Presidents, Deputy Presidents and Directors of the EU Institutions)
Suggested tools and indicators	▪ Monitoring by RAI who will transmit the concert in Piazza Duomo (tbc) → analysis by contractor ▪ Observation on the spot

1.6. Media coverage (data delivered by DG COMM)

1.6.1. Website

1.6.2. Social media

1.6.3. Traditional media

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To what extent were website, social media and traditional media efficient in reaching the visitors of World Expo 2015 and those who cannot attend World Expo 2015?	
Suggested success criteria	• High presence on traditional media • Social media (expected performance without paid advertisements at the end of Expo the 31/10/2015) (data delivered by World Expo Task Force, by using software Engagor, analized by): - facebook fans: 15 000 - twitter followers: 20 000 - instagramm followers: 2000 • Website visits 250 000 (expected performance without paid advertisements at the end of Expo the 31/10/2015) (data delivered by A5) • At least one new news items per day on the website during Expo • Always updated high quality information on the website with optimised interface
Suggested tools and indicators	• Traditional media monitoring through DG Comm tool 'My News'→ media monitoring executed by World Expo Task Force Press Officer → analysis by contractor • Monitoring of the website • Webanalytics + Engageor (DG Comm) are used to produce the social media report delivered by the Task Force on a monthly basis→ analysis by l • Monitoring of social media and of comments on social media and engagement rates by • Social media projections compared with real data → analysis and interprestion of data by contractor

1.7. Merchandising

Which was the success of the merchandising (pavilion shop and online- tbc)?	
Suggested success criteria	• High number of shop visitors • High number of items sold • Appreciation from the buyers • Online sales
Suggested tools and indicators	Sales data available from gadget company ▪ Monitoring of the number of shop visitors ▪ Monitoring of sales also by type of gadget ▪ Surveys of buyers

1.8. Protocol/Public Relations (Ministers, Commissioners, MEPs and other VIPs, stakeholders)

How efficient was the protocol function?	
Suggested success criteria	• High number of VIPs (Ministers, Commissioners, MEPs, stakeholders…) visits at the EU Pavilion • Use of pavilion VIP area • Appreciaton of VIPs • High number of bilateral meetings
Suggested tools and indicators	• Monitoring of number of VIPs • Monitoring of VIP satisfaction (guest book, tweets) • Monitoring of bilateral meetings

1.9. General organisational set-up of pavilion

To what extent has the organisational set-up of the pavilion been successful also compared to other European Country Pavilions (at least 3)?	
Suggested success criteria	• Optimized personnel organisation • Technical functioning of devices (visitor experience, show and post-show etc.) • Satisfaction of the personnel • Satisfaction of technical staff • Efficient management approach • Catering and bar • Efficient contractors (MCI and event logistics contractor) • Capacity in the management of complexities of all involved actors
Suggested tools and indicators	• Monitoring of the personnel planning • Monitoring of technical functioning • Staff satisfaction interviews • Interviews on the management approach • Survey on contractors • Best practices collection to be applied for future World Expos • Comparisons with three other pavilions

1.10. Volunteer programme (data delivered by Ciessevi)

To what extent was the volunteer programme a success?	
Suggested success criteria	• 840 volunteers involving at the EU Pavilion • Satisfaction of volunteers • Diverse national profiles

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	• Smooth functioning of programme
Suggested tools and indicators	▪ Volunteers statistics (data delivered by Ciessevi) ▪ Questionnaires (delivered by Ciessevi)

1.11. Relations with Pavilion of EU Member States

To what extent were the relations with the Member States a success?	
Suggested success criteria	• High number of Member States participating at the recipe card and landmarks initiative • High number of synergies between the EU Pavilion activities and the national days (tbc) • Opportunities from MS non participant in Expo
Suggested tools and indicators	• Interviews with a good sample of MS pavilions'senior staff • Number of Member States participating at the recipe card and landmarks initiative

1.12. Cost, benefits and the added value of the EU presence with it's own pavilion on site: comparison with three MS pavilions (to be selected)

To what extent was the relation between the costs, benefits and the added value of the EU pavilion a success if compared to three other Member States pavilions?	
Suggested success criteria	• Good costs per visitor relation compared to three Member States pavilions (to be selected) • Confirmation of the added value of the EU presence which is further defined in the following aspects: - Whitout EU intervention the action would not have taken place or taken place in a different form and shape with different results and impacts - The following achievements could not have been achieved by MS alone/by companies alone: food policy paper and events, growth and jobs events (B2B third Country meetings) and business diplomacy paper, the design, décor, special effects in the EU Pavilion (pre-show, show, post-show) - The effectiveness effects: EU action is the best way to get results, to create missing links, avoid fragmentation, and

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	realise the potential of a border-free Europe - The efficiency effects: EU offered better value for money, because externalities can be addressed, resources or expertise can be pooled, an action can be better coordinated. - The synergy effects: EU action is necessary to complement, stimulate, and leverage action to reduce disparities, raise standards, and create synergies.
Suggested tools and indicators	• Interviews with a good sample of MS pavilions'senior staff • Visitor survey on added value of EU presence on site • Cost per vistor data comparison with three Member States pavilions (to be selected)

1.13 Collateral Exhibitions (Space Expo and Sylvia's lab)[3]

Have the EU Space Expo and Sylvia's lab been succesful	
Suggested success criteria	• Number of visitors • Acknowledgement of visitors
Suggested tools and indicators	• Feedback from visitors • Article on press • Data from exhibition organisers

1.14. Acknowledgements and prizes

Has the EU pavilion received acknowledgements and Prizes	
Suggested success criteria	• Satisfaction by VIPs • Prizes from B.I.E. • Prizes for the short film
Suggested tools and indicators	• Statements on the golden book • Offical prize awards

1.15. Comparison with other EC communication activities

[3] Sylvia's lab: a special exhibition on the activities of the Joint Research Centre in Ispra (60 km from the site) in the area of food with targert on schools. EU Space Expo: a geodesic structure (a dome of 20 m diameter and 10 meter height containing examples of application of space technologie to food and agriculture, notably from the programmes Galileo, Egnos and Copernicus). This will be located near Piazza del Duomo for three weeks in September. The Space Expo has already visited several cities in Europe where it met great public success

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Compared with other EC communication programmes (e. g. Expo Hannover[4], EU Working for You) was the participation in Expo altogether a good investment for the EU?	
Suggested success criteria	• Communication impact vs. budget spent
Suggested tools and indicators	• Comparison between evaluation reports

2. Policy Impact

How efficient was the World Expo Task Force contribution to food policy in relation to the global debate? In particular in relation to the following planned activities • The publication of the document on "The role of research in global food and nutrition security: • The contribution to the Final Declaration • The contribution to the Charter of Milan • The guidance on the draft programme of EU events for Expo 2015 • The organization of food policy events during Expo 2015 (e.g. DG events on food policy) • The organization of food science events during Expo 2015 • The online public consultation of stakeholders • Education of the visitors via conferences, workshops and other public events • EU's contribution to sustainable development goals: food and nutrition security • EU's contribution to different Europe 2020 objectives: poverty reduction, climate/energy, research and development • The advocacy of the role of the EU in feeding the planet • EU's ability to leverage partners • EU's ability to induce change	
Suggested success criteria	• High quality contribution to the final declaration • High quality contribution to the Charter of Milan • Follow ups at EU policy level (EP, Council, etc.) • At least 100 events related to food policy in the EU events for Expo 2015 programme (DGs) • At least 25 events and quality of scientific activities/events during Expo 2015 • Success of the mentioned events: organization and quality including user/participants satisfaction and EU Pavilion reservation rate of ca.80% of the EU Pavilion venues • 500 participants at the online public consultation of stakeholders

[4] Evaluation report available on request

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	• Education of the visitors via conferences, workshops and other public events • The EU's strong contribution to sustainable development goals: food and nutrition security • The EU's strong contribution to different Europe 2020 objectives: poverty reduction, climate/energy, research and development • The success of the advocacy of the role of the EU in feeding the planet • EU's ability to leverage partners • EU's ability to induce change
Suggested tools and indicators	• Monitoring of the number of citations of the Charter of Milan or the Expo in Commission communications and EU press releases during and up to 6 months following the Expo. • Qualitative assessment of the contribution to the Final Declaration to the Charter of Milan and to the draft programme of EU events for Expo 2015 • Monitoring of the number of activities/events during Expo 2015 • Event surveys (organization and quality) for all events • Monitoring of the number of online public consultation participants

3. Contribution to Growth and Jobs[5]

To what extent were B2B Third Country meetings successful? In particular regarding the following activities: • High level representatives presence and contribution • Company numbers • Company profiles • Monitoring on the intention to conclude partnership agreements by EEN (Enterprise Europe Network) and by PROMOS: e.g. business partnerships, leadership, company agreements signed	
Suggested success criteria	• Presence of a Third Country representative at high level and a EU representative at high level for every B2B third Country meeting • Ca.50 companies coming from the EU and 50 coming from Third Countries for the brokerage events • Diversity of company profiles always in relation to the food policy topic with a good balance of sectors and regional aspects

[5] Important Note: data will be provided by an external company selected by DG GROW via a public tender. Only the best practice analysis is the object of these terms of reference.

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	• The EU's strong contribution to Europe 2020 objectives growth and jobs • EU's ability to leverage partners • EU's ability to induce change regarding growth and job • Follow-up on 7% of the agreements established between companies
Suggested tools and indicators	• Monitoring of the company numbers • Monitoring of the company profiles • Monitoring the link between the political dimension and the economic dimension resulting from it • Media monitoring • Monitoring of the intention to conclude partnership agreements by EEN (Enterprise Europe Network) and by PROMOS: e.g. business partnerships, leadership, company agreements signed . Best practice for growth policy and the development of a business diplomacy strategy and final recommendations • Event Follow– up and economic evaluation

3 Methodology

In their proposal, tenderers should describe the methodologies, data collection and analysis tools that they intend to use for addressing the evaluation questions and sub-questions.

Drafting a logic model of the intervention will be part of the assignment in the inception phase of the work.

It should be noted that the volunteers at the EU Expo will be available for carrying out visitors surveys.

4 Deliverables

During the implementation of the contract, the following three reports shall be provided by the contractor according to the calendar set in below section 5.3.

Each report will be examined by the Commission, which may ask for additional information or propose changes in order to redirect the work if necessary, in accordance with the conditions established in the Specific Contract.

Deliverables must be explicitly accepted by the Commission.

All documents are to be submitted in English (with the exception of background documents).

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4.1 Inception report

The inception report will present, following discussions with the Commission during the inception meeting, the intervention logic, the draft final version of the methodological tools proposed by the contractor in its tender. In the report, the contractor will outline the work plan and calendar for each of the methodological tools.

Moreover, the contractor will provide a detailed explanation of how it intends to address each of the evaluation questions (judgement criteria proposed, data and indicators to be collected).

4.2 Interim report

This report will, at the least, provide information concerning the first results derived from the data collection and analysis activities carried out during the first phase of the evaluation.

Special attention should be paid to developments not previously identified, potential new lines for research and preliminary conclusions or any difficulties encountered together with solutions.

4.3 Final report

The final report will present the conclusions and recommendations of the evaluation. It will be made up of:

- an executive summary of no more than 10 pages;
- the report itself;
- technical annexes, including the technical details and data used for the evaluation;
- a Power Point presentation of the work done, its conclusions and recommendations.

The report should include at least a description of:

- the purpose of the evaluation
- the scope of the evaluation
- the design and conduct of the evaluation
- the evidence found
- the analysis carried out
- the conclusions drawn, in the form of answers to each of the evaluation questions
- the recommendations made, linked to the relevant evaluation questions

The final report (except the slide presentation, which will be made available only in electronic format) must be submitted in five copies including one 'master' for reproduction and in an electronic format compatible with the Commission's computer facilities.

4.4 Other documents

Minutes of the meeting etc..

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5 Organisation of the work

5.1 *Overall management of the contract*

Close collaboration with JRC will be needed, involving regular contact with JRC officials involved in this evaluation, with a view to discussing any problems encountered during the study.
The evaluators must take into account the Commission's comments and recommendations, and keep it informed on the progress of work when asked to do so.
The contractor will be required to attend **4 meetings** with the Commission in Brussels (3) and in Milan (1) in order to monitor the exercise, in accordance with the timetable in below section 5.3.
The contractor may be required to meet the project team more often if the Commission deems it necessary.

5.2 *Steering committee*

A steering committee, made up of stakeholders and managers internal to the Commission, will follow the work for this evaluation. The committee will assist the evaluators, contribute to the definition of the evaluation work, follow-up the evaluators' work and make remarks on the deliverables received. The steering committee will participate in the meetings foreseen in the previous section.

5.3 *Timetable*

Phase	Date	Meeting	Deliverables
	Initial date (D)	Signature of the specific contract by the Commission.	
Inception Phase	D + max 10 working days	Kick-off meeting: At this meeting, the Commission will provide any additional information required for implementation of the evaluation. The contractor may raise specific questions or request complementary information on the assignment. The meeting will also be used to discuss in detail the working plan, to explain and clarify the tasks and the approach from the start.	
	D + 1 month		Inception report
	Max. 10 working days after reception of inception report	Inception report meeting	Minutes of the meeting

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Interim Phase	D + 5 months (during Expo)		Interim report
	Max. 10 working days after reception of Interim report	Interim report meeting	Minutes of the meeting
Final phase	D + 9 months (after Expo closure)		Draft final report
	Max. 15 working days after reception of draft final report	Draft final report meeting	Minutes of the meeeting
	D + 12 months		Final report

6 The amount of the contract

The estimated total amount of this contract is from 75,000 to 100,000€

7 Presentation of the proposal

The tender should be submitted in the language of the Framework Contract which is in English.

7.1 Technical dossier

- Description of the services to be performed.
- Proposed methodology and tools.
- Team proposed for the assignment.
- Management and quality control of the work.

7.2 Financial Offer – Total Price

The total price for the specific contract will be presented as a lump-sum on the basis of the number of persons/days and expert prices established according to the Framework Contract. In addition to this amount, travel and subsistence expenses in third countries (other than EFTA and candidate countries to the membership of the EU) will be reimbursed according to the artcile I.3.4 of the Framework Contract.

Please use the table in Annex II to the 'Invitation to tender' to present your financial offer.

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8 Award of the contract

8.1 Evaluation of tenders – award criteria

The following award criteria are set to determine the best value for money tender to which the specific contract will be awarded.

<u>Quality criteria</u>

QC.1, max 20 points: Understanding of the services to be performed.

QC.2, max 40 points: Quality and relevance of proposed methodology and tools.

QC.3, max 20 points: Relevance of the team proposed for the assignment.

QC.4, max 20 points: Approach proposed for the management and quality control of the work.

Tenders which do not obtain at least 60 % of the maximum score for each award criteria and at least 70 % of the overall score for all the criteria will not be considered for the next stage of the evaluation procedure.

<u>Financial criteria</u>

Each tender will be assessed in terms of the total price offered, calculated on the basis of the unit prices broken down by staff category as fixed in the Framework Contract.

The scores for the financial criterion will be calculated according to the following formula:

The bid with the lowest price and with sufficient score for the technical part (according to the minimum thresholds set above) receives 100 points. The others are awarded points using the following formula:

Points = (price of the lowest bid / price of the bid in question) x 100

<u>Contract award</u>

The contract will be awarded to the best value for money tender. This will be determined on the basis of the price and the quality of the tender by weighting technical quality against price on a 40/60 basis. This is done by multiplying:

- the scores awarded for technical quality by 0.40

- the scores awarded for the financial bid by 0.60

The technical and financial scores multiplied by the weighting factors are then added together, and the contracts are awarded to the most economically advantageous bid.

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9 Quality assessment

The quality of the evaluation report will be assessed on the basis of the criteria established in the Commission's evaluation quality assessment framework, which can be found in the quality assessment form available at:
http://ec.europa.eu/dgs/secretariat_general/evaluation/documents_en.htm

The quality criteria will concern relevant scope, appropriate methods, reliable data, sound analysis, credible results, valuable conclusions and clarity of the deliverables.

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coffey

Deloitte.

Evaluation of the EU Participation in Expo Milano 2015

JRC/23/2015

TECHNICAL DOSSIER

24 April 2014

Source: EU website for Expo Milano 2015 (http://europa.eu/expo2015/)

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London, 24 April 2015

European Commission
Directorate-General Joint Research Centre

JRC – Dir B.5 Finance and Procurement Unit
1050 Brussels
Belgium

Subject: Invitation to tender concerning the Evaluation of the EU Participation in Expo Milano 2015 (Ref N° JRC/23/2015) under Multiple Framework contract with reopening of competition PO/2012-3/A3 – Provision of services in the field of evaluation of communication activities - Lot 1: Evaluation of communication activities

Dear

In response to your Invitation to Tender dated 9 April 2014, we are pleased to submit our offer for the above-mentioned Specific Contract.

Our understanding of the tasks to be performed, as well as the proposed methodology and team are described in detail in the **Technical Dossier**. The table below indicates how the different chapters address the related award criteria.

Award criterion	Where in the proposal
QC.1: Understanding of the services to be performed	1. Context
QC.2: Quality and relevance of proposed methodology and tools	2. Evaluation design 3. Methodology
QC.3: Relevance of the team proposed for the assignment	4.3 Proposed team
QC.4: Approach proposed for the management and quality control of the work	4.1 Work organisation 4.2 Allocation of resources 4.4 Quality management

The proposed price is specified separately in the **Financial Offer**.

In addition, we declare:

- the ability to carry out the services outlined in the proposal and to submit the reports at the indicated deadline;
- the absence of any conflicts of interest in undertaking a specific contract based on this proposal.

In case of need, we stand ready to provide whatever clarification or additional information may be required.

Yours sincerely,

Practice Lead, Evaluation and Research Practice
Coffey International Development Limited
(The Evaluation Partnership is now part of Coffey International Development Limited)

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Acronyms list

BIE	Bureau of International Expositions
CAP	Common Agriculture Policy
DG COMM	Directorate General for Communication
EC	European Commission
EQ	Evaluation Question
EQM	Evaluation Question Matrix
EU	European Union
IL	Intervention Logic
JRC	Joint Research Centre
MS	Member States
TOR	Terms of Reference
QA	Quality Assurance

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1 Context

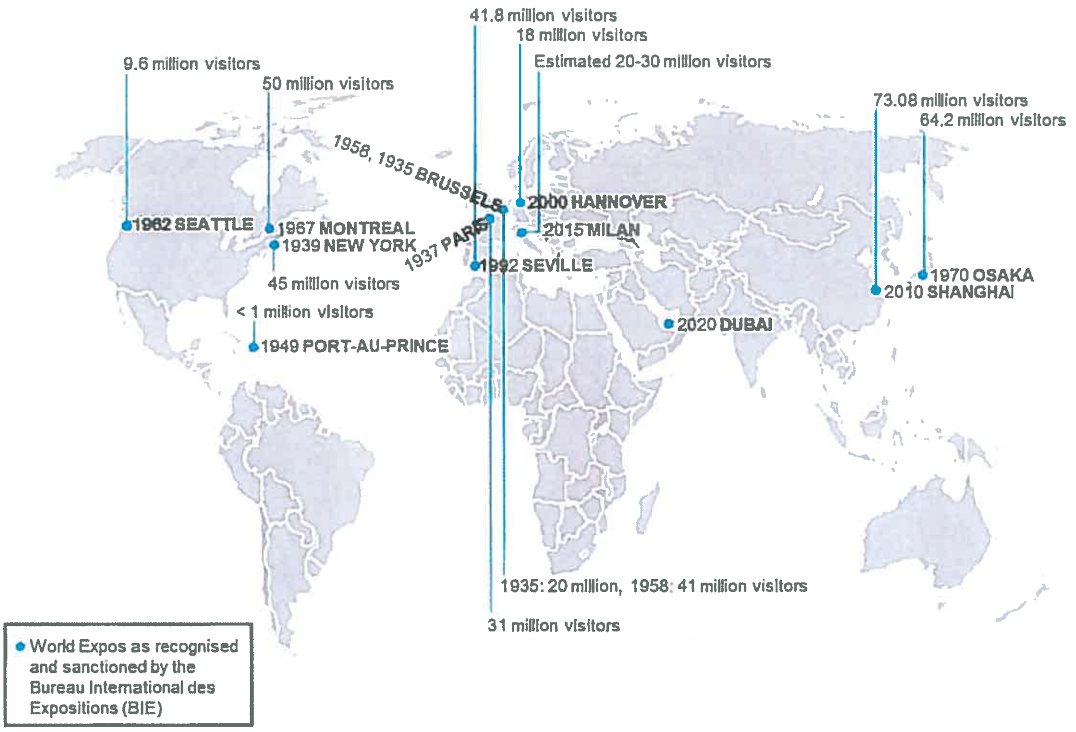
This section outlines our understanding of the services to be performed as part of this evaluation. The following subsections provide a brief background of the Expo Milano 2015 and what it means to the EU.

1.1 The World Expos

On March 31st 2008, the Bureau of International Expositions (BIE) decided that the "Universal Exposition 2015" would be held in Milan. Since the 1851 Great Exhibition in London, **over a billion people** have visited a World Expo or World Fair, as they are sometimes referred to. This is one of the world's oldest international events, whose primary purpose was to act as a platform to display the industrial strength and prestige of nations. By the 20th century, World Expos had evolved into such important and elaborated vehicles for nation branding that they necessitated the development of a treaty and the creation of an international governing body to prevent conflicts. World Expos have taken place every five years for a period of six months ever since. The Milan Expo runes from 1 May to 31 October 2015.

Currently, World Expos serve both commercial and cultural purposes and, together with the Olympic Games and the FIFA World Cup, they are one of the few events that attract **worldwide attention**. For example, the theme of the upcoming 2015 Milan Expo is 'Feeding the planet, Energy for Life' and it aims to help find shared solutions and explore critical food and sustainability challenges. In terms of scale, the Expo will occupy 1.1 square kilometres of the city.

Figure 1: Recognised World Expos since the creation of BIE, location and attendance



As an agent of urban renewal, Expos have functioned as a catalyst for growth, tourism and redevelopment for the hosting city and country. Most Expos have been considered successful, but at the same time, Expo organisers have needed to balance **cost and legacy** aspects, and benefits are unclear and hard to quantify. The last World Expo at Shanghai cost USD 4.2bn (according to official government figures), making it the most expensive Expo in history. However, some media commentators estimate that the actual cost was closer to USD 5bn, making it even

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more expensive than the 2008 Beijing Olympics.[1] Similarly, the 2000 Expo in Hannover, had an initial target of 40 million visitors, but numbers fell short by about half. This overestimation led to a deficit of about EUR 60m.

Despite this deficit, the advising consulting firm Roland Berger concluded that the long-term direct and indirect macroeconomic benefits for Germany where actually around EUR 5.47bn resulting in a net gain. The Expo also left an economic legacy in the form of an extended tram network, as well as the Expo Plaza becoming Hannover's centre for information, technology, and design and arts. For Milan, the economic forecast is positive, with an economic impact study by SDA Bocconi University estimating that it will result in around 200,000 new jobs and EUR 10.5m net benefit between 2012 and 2020.[2]

Reports that disentangle the impact of participating countries in a World Expo are hard to come by. One such large-scale study, "Expo 2000 Hannover in Numbers", estimated that the Dutch pavilion generated EUR 350m in potential revenues with an initial investment of EUR 35m. Dutch representation at the Expo thus resulted in a significant retum on investment. Consequently, there also appears to be a business case for EU participation and representation at Expos though supporting evidence is hard to come by (particularly in terms of long term impacts) and often based on difficult-to-prove assumptions.

1.2 Opportunities and challenges for the EU

The EU has a long history of involvement in World Expos, with its first participation (as the European Coal and Steel Community) dating back to 1958. Since then, such international events have proved to be a good **opportunity for 'soft power' outreach**. This was particularly evident during the 2010 Shanghai Expo when, following from the Lisbon Treaty (under which foreign direct investment became the exclusive competence of the EU), the EU took steps to increase trade and diplomatic ties with China. A second China-EU-United States High Level Trilateral Summit was also held during the Expo, which allowed the nations to move towards an agreement on Consumer Issues and Product Safety. The Shanghai Expo agenda also included active engagement with high-level policy makers and strengthening of EU-China relations.

For the 2015 Expo in Milan the EU is a **'local player'**, which can provide an advantage for soft power outreach activities and a valuable platform for leveraging EU interests. This year's theme "Feeding the planet: Energy for Life" is at the heart of several **EU policies and strategies**, making it especially valuable as such a platform. The EU intends to take the opportunity to highlight its high food safety standards, strong food industry, research and innovation efforts and contributions to food and nutrition security. Consequently, some of the targets for the intersecting themes of the Expo include the reduction of food loss and food waste by 50% by 2020[3] and the support for partner countries in reducing under nutrition and stunting of 7 million children by 2025[4].

Links to other strategic sectors such as agriculture and the Common Agriculture Policy (CAP) will also be showcased through the EU's participation at the Expo (especially with the symbols of EU participation; bread and wheat).

This year's theme also coincides with various milestones of the **EU and international development agenda** such as the post-2015 formulation of the Sustainable Development Goals and the European Year of Development.[5] Furthermore, 2015 is also the year for reaching the official development assistance target of 0.7% of the collective EU's Gross National Income adopted in 2002.[6]

The EU also faces some **restrictions and challenges** for this year's Expo. For example, budgetary limitations have resulted in the EU scaling down its presence over the years, particularly in terms of physical space (at Milan, the EU will occupy half of the space used in Hannover 2000). Other operational challenges include that the Commission was invited to take part in the Expo at a late stage, less than two years before it was meant to start (the Expo was awarded to Milan in 2008). This put added pressure on the planning, conception and implementation

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[1] The New York Times, *World Expositions Can Benefit or Haunt Host Cities*, August 2013 (Available at: http://www.nytimes.com/2013/08/26/technology/getting-a-seat-at-the-global-table-for-a-price.html?_r=0)
[2] International Meetings Review, *Italy: Expo 2015 Will Bring EUR 25 Billion to Italy*, February 2013 (available at http://www.internationalmeetingsreview.com/italy/italy-expo-2015-will-bring-eur-25-billion-italy-94734)
[3] European Commission: Roadmap to a Resource Efficient Europe. COM(2011) 571 final. Brussels: European Commission; 2011.
[4] European Commission Press Release: EU action on nutrition in development cooperation. Brussels, 2013 (available at http://europa.eu/rapid/press-release_MEMO-13-205_en.htm)
[5] An evaluation of the European Year of Development by Coffey and Deloitte was on-going at the time of writing.
[6] European Commission Press Release: The European Commission calls on EU Member States to fulfil their commitments towards the world's poorest. Brussels; 2013 URL: http://europa.eu/rapid/press-release_IP-13-299_en.htm

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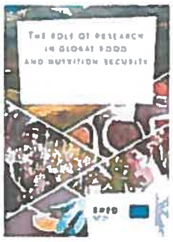
of such a **complex inter-institutional project**. Furthermore, the EU pavilion has incurred construction delays, which will lead to it not operating at full capacity during the first month of the Expo.

1.3 Implementation and management of EU participation in the Expo

The **Joint Research Centre (JRC)** is the overall coordinator of the EU participation's in the current Expo, due both to its proximity to the site (JRC Ispra is located 60 km away from the Expo) and because it is the Commission's in-house science service. The Commission has in turn set up a **World Expo Task Force** led by the JRC which guides the EU's presence, from conception to implementation. To facilitate coordination among EU institutions the JRC has also arranged an **Inter-service Working Group** that includes relevant Commission services and other interested EU institutions that have monthly meetings to assist with inter-institutional coordination. In addition to coordinating with other EC actors, the JRC Expo Task Force has to work collaboratively with the 20 Member States taking part, other Expo participants such as the United Nations and civil society groups, and the Expo organisers.

Moreover, a **Steering Committee** for the EU Scientific Programme at the Expo was launched on 21 March 2014, headed by the former commissioner for Agriculture, Rural Development and Fisheries, Franz Fischler. The Committee includes 11 internationally recognised experts in the field and other stakeholder representatives. The committee has the primary aim of contributing towards the overall legacy of the Expo and to frame the EU's participation on global debate regarding food and sustainability policies. Furthermore, it will propose a **programme of scientific events** and organise and participate in discussions with other relevant actors at EU and international level. Finally, the Steering Committee has already published a **discussion paper** that highlights the achievements and research priorities in several key EU research areas that relate to the overall theme of the Expo. The publication "The role of research in global food and nutrition security"[7] has the ambition to serve as a basis for drawing the Final Declaration of the Expo. The publication is also the basis for an **online public consultation** launched by the Commission to gather the views of stakeholders, citizens and the scientific community on the role that research has to play in tackling the challenges associated with ensuring food and nutrition security.[8]



In this initiative, the Commission is also working with a number of **contractors**. MCI Group[9], an event management company, is responsible for the creation of the EU exhibition area for the Expo, which includes issues such as media production, on-site experience, story supervision, technical implementation and operations. Ciessevi[10] will be leading the provision of volunteers and facilitating voluntary activities of an estimated 800 volunteers that will assist the EU staff and support and provide information to visitors. In terms of practical challenges, the recruitment of staff and volunteers for the six-month event will be crucial for the success of the EU participation. From the Commission's side, there is also pressure on resources to take into account, coming from **coinciding events and campaigns** such as the European Year of Development which might pose issues in terms of staffing and / or availability of Commission services for supporting the EU's presence in the Expo.

The EU's presence at the Expo will be characterised by a pavilion of 1,900 square metres with an animation and special effects attraction ("The Golden Ear"), telling the **story of Sylvia and Alex** (a researcher and a farmer) that fall in love under unlikely circumstances. The visitors will be guided along a 'narrative path' structured in four different areas. In parallel, the walkthrough will also explain the history the EU, from 1957 to the present. The narrative experience ends with in an **interactive area** where visitors will be able to look up what EU actions and policies are linked to Expo themes. The ambition of the exhibition experience is that visitors will emerge with an understanding of how the EU is using science and other key policies to improve sustainable food production and meeting the challenge of food security. On the second floor of the pavilion, a **conference facility** will serve to support the extensive agenda of conferences and official stakeholder meetings planned for the Expo. As for online participation, the EU will have a large **website** through europa.eu/expo2015 as well as engage audiences through **social media** channels such as Facebook, Twitter and Goggle+.

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[7] http://europa.eu/expo2015/sites/default/files/files/FINAL_Expo-Discussion-paper_lowQ%281%29.pdf
[8] http://europa.eu/expo2015/online-consultation
[9] http://mci-group.com/~/media/Files/Client_Stories/EU_Exhibition_Expo_Milano_2015_CS.ashx
[10] http://www.ciessevi.org/

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2 Evaluation design

In this chapter, we describe the evaluation design based on our understanding of the requirements of the assignment.

2.1 Understanding of the evaluation requirements

The purpose of the evaluation is to assess the EU's participation in Expo Milano 2015, with a particular focus on providing evidence of the EU's performance in the following areas:

- **Communication and perception of the EU**, aimed at demonstrating whether the EU pavilion succeeded in attracting the expected number and profile of visitors, and if it inspired any variation in their information, views or perceptions regarding the EU in general and, more specifically, its work in the food and sustainability arena.
- **Policy impact**, intended to measure the extent of the EU's contribution to the global food policy debate before and after the Expo via its inputs to the Final Declaration and Charter of Milan, and a scientific publication which will be accompanied by a programme of scientific events and an online consultation with citizens.
- **Contribution to growth and jobs**, meant to assess the EU's capacity to leverage partners and induce company partnership agreements in the industrial sectors related to the Expo theme.

Looking at the evaluation questions, and proposed success criteria and indicators, we understand that the scope of the evaluation and the amount of primary data to be collected is framed by existing **secondary data** that will be provided to the evaluators during or after the Expo. Thus, an important focus of the current assignment will be on revising, verifying, completing, and synthesising existing monitoring data and reports with a view to answering the evaluation questions and providing practical recommendations.

However, we also recognise that while the available secondary data may provide information on the inputs, activities and outputs of the EU's participation in the Expo, it will probably not provide sufficient insight into higher-level results or explanations behind the Expo's success. Therefore, primary **qualitative and quantitative data** is also needed. Put differently, building on the data collected by the EC (and its contractors) before and during the Expo, and complementing this with an targeted programme of consultation with relevant stakeholders, we will assess the overall value of the EU's participation in the Expo - in terms of visitors' perceptions of the EU, policy impact and contribution to growth and jobs. Drawing from the findings and conclusions of this assessment, we will also provide detailed recommendations for future Expos and similar events.

> <u>Primary vs. secondary data</u>
>
> ***Primary data*** is data collected by the evaluators directly via data collection methods such as surveys, interviews, observations, etc. Primary data is collected for specific research needs, whereas ***secondary*** data is data collected by third parties and is particularly useful for gaining an understanding of the context and a first assessment of outputs/results. Primary data can complement secondary data by providing insights regarding specific evaluation questions or aspects of the intervention in question.

To do all of this, we propose an evaluation design which is based on the following elements:

- A cumulative perspective
- An explanatory focus
- A utilisation-focused approach

These elements are described in the ensuing sections. In the next chapter, we provide additional details on the specific data collection and analysis methods to be applied in this evaluation.

2.2 Cumulative perspective

As explained in the TOR, a number of monitoring exercises and tools (e.g. counter of visitors at the entrance of EU pavilion, screen at exit with smileys, visitor data collected by Expo S.p.A etc.) will be implemented throughout the development of the Expo in order to collect evidence on how well the EU pavilion is progressing, *vis-à-vis* the

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objectives and targets set by the Commission (JRC). The data provided by these tools/sources is the **starting point** for the present assignment. This means that, as far as possible, we will base the analysis on existing information about the EU pavilion's performance within the Expo. Consequently, our evaluation will rely heavily on desk research and desk-based analysis, systematically covering the data provided to us by third parties (e.g. RAI, , A5, DG COMM, etc.).

However, this data will not provide **comprehensive views** of the results of the EU's participation in the Expo as it will cover only some elements of it (e.g. Europe Day events, media coverage, visitor profiles) and will be incomplete in terms of providing different perspectives and points of view. We understand that the objective of the current evaluation is to provide a complete picture of **what was achieved by the EU in the Expo and how**. Therefore, we propose to adopt a holistic approach and, apart from considering the number and profile of visitors reached, we will seek to report on qualitative and quantitative aspects of the EU's communication efforts, based on both existing information as well as new data collected within the framework of the present evaluation.

To evaluate the EU's participation in the Expo in a **cumulative** way, and to better understand the linkages between the different activities/events and the achieved communication, policy and economic impact, we suggest that the information to be provided to the evaluators by third parties is complemented by primary data collected via the following methods:

- **Online surveys** with visitors (including buyers and participants of scientific events) and personnel of the EU pavilion using Coffey's innovative in-house smartphone data collection system (COSMOS) to provide real time survey results supported by online surveys.an innovative Coffey software;
- **In-depth interviews** with stakeholders at EU and international level (including members of the Expo Task Force, contractors, senior staff from other European pavilions, international organisations, etc.); and
- **Observations** by our on-site coordinator of the EU pavilion's functioning and visitors' experiences.

The details of the implementation of these methods are explained in Chapter 3.

2.3 Explanatory focus

In order to provide an adequate assessment of the EU's participation in Expo Milano 2015 - based on both existing knowledge and on new data to be collected in the framework of this exercise - it is important to have a clear understanding of **how the intervention was supposed to work**, **how it actually worked and what factors can explain this**. These questions are closely related to each other and call for an explanatory focus. Thus, in order to adequately analyse the questions of the evaluation, we suggest that the examination of the intervention is structured around the following factors: design, implementation and results.

2.3.1 Design

The design of the EU's participation in the Expo refers to its intervention logic (or logic model) and the extent to which objectives and activities were relevant and well matched. Assessing the rationale of the EU's presence in the Expo will entail asking questions like, for example, were the higher level objectives suitable for the needs of target audiences and did the activities chosen provide an appropriate means for pursuing the selected objectives?

We have developed a **preliminary intervention logic** of the EU's participation in the Expo, based on information provided in the TOR and the Commission's website for the Expo.[11] The draft model presented overleaf provides an overview of the different elements of the intervention (i.e. inputs, activities, outputs, outcomes and impacts) and the links between them, as well as the methods proposed to assess the intervention's different components. It also covers some important elements of the context in which the intervention will take place.

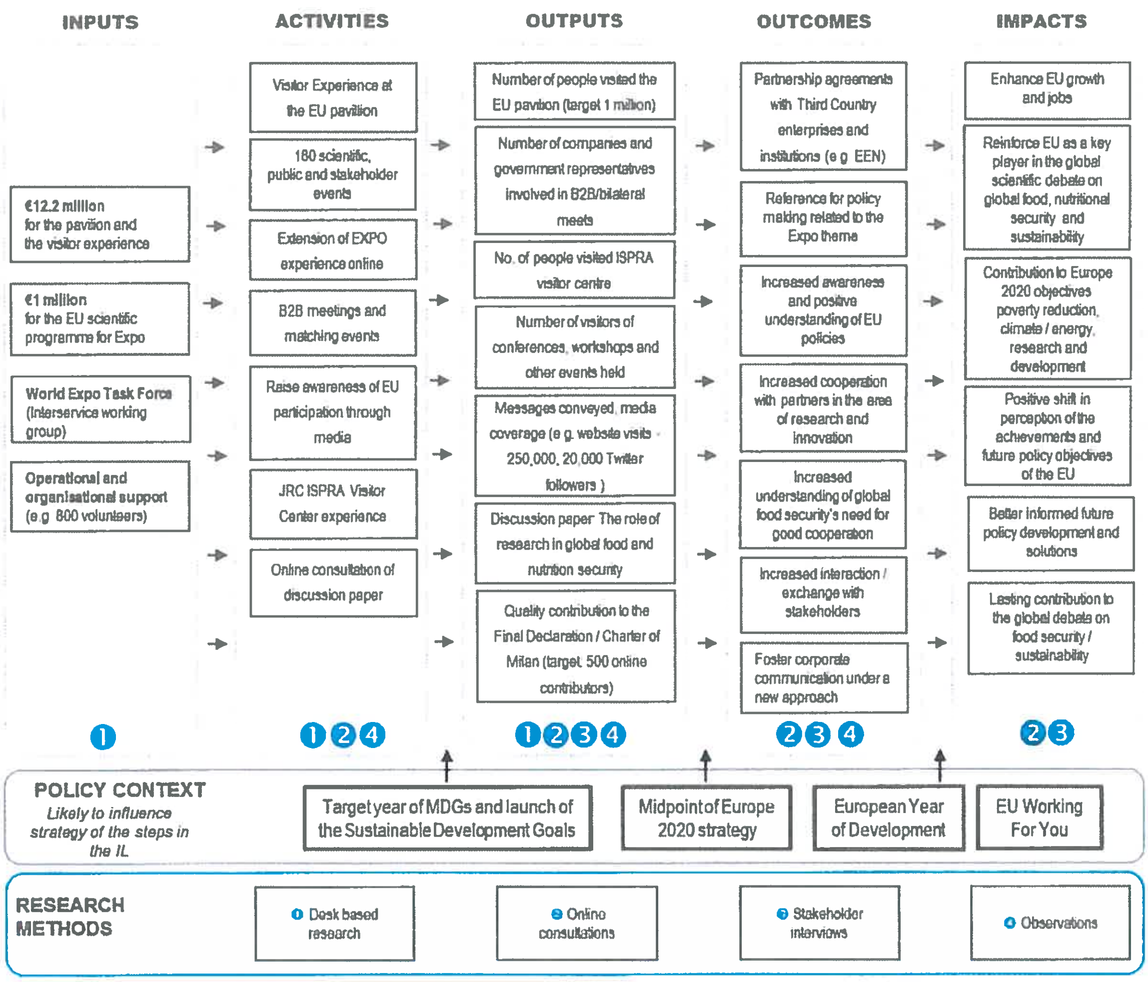
The intervention logic will be refined during the inception phase of the evaluation when more information becomes available to the evaluation team, and will be validated with the steering committee. During the data collection phase (i.e. interim phase), we will collect additional evidence that will serve to **test the intervention logic** and explain the

[11] http://europa.eu/expo2015/

extent to which the expected results/outcomes were realised via the inputs provided and activities implemented. At a more detailed level, our analysis of the intervention's design will consider the initiative's capacity to:

- Attract the expected number of visitors and diversity of visitor profiles
- Offer an interesting/appealing experience to visitors
- Generate a positive attitude towards the EU
- Increase visitors' information on and understanding of food policy/agriculture and science-related issues
- Reach audiences who could not attend World Expo 2015
- Contribute to global debate on food policy
- Facilitate company partnership agreements in industrial sectors related to the Expo theme

Figure 2: Preliminary intervention logic of the EU's participation in Expo Milano 2015



2.3.2 Implementation

The TOR poses a number of questions that address different aspects of the implementation of the intervention (e.g. the EU's pavilion organisational set up and functioning). A plausible intervention logic is a necessary, but not sufficient, condition for generating the desired results. On the one hand, it is not possible to achieve positive results without a good design. On the other hand, an effective **implementation process** is needed to put a good design into practice. Thus, the analysis of the initiative's intervention logic (design) will feed into an examination of its implementation and management. Our implementation analysis will cover the work of the following actors, namely:

- World Expo Task Force (including the press, protocol, and community management functions)
- Contractors (MCI and others)
- Personnel and technical management functions at the EU pavilion
- EU pavilion staff
- Volunteers

These actors will be engaged during the data collection phase via different methods (in-depth interviews or online surveys) and will be asked to provide their perceptions about different aspects of the implementation process, for example: Was the management structure and processes appropriate? Was the relationship between the different actors involved conducive to the successful functioning of the EU pavilion (and devices)? To what extent did the contractors deliver the expected outputs?

When analysing the implementation aspect, we will also examine the **cost-effectiveness** of the intervention (in terms of costs per visitor) and we will compare this, as well as the organisational set-up of the EU pavilion, with three other European country pavilions in order to suggest possible changes and areas for improvement. The aim of this analysis will be to verify whether better results could have been achieved at lower costs. This is further explained in Chapter 3.

2.3.3 Results

We have already explained how we will study the design of the EU's participation in the Expo and the suitability of the implementation and management process. Now we will explain how we will measure the progress made against the objectives set for the intervention.

It is important to note that the current evaluation will start early in the implementation of the Expo and most of the data collection will take place during and shortly after the Expo. This means that we will focus on **short-term results** (it will not be possible to measure mid or longer-term impacts). We define short-term results as outcomes that are relatively straightforward to measure and linked directly to the intervention in question. These should signal achievement numerous objectives and targets (e.g. number of visitors, visitors profiles, attitudes of visitors towards the EU pavilion and show etc.), while also being useful for measuring some level of progress in relation to mid or longer-term objectives (e.g. changes of visitors' attitudes/behaviour with regard to the EU and food policy issues). At this stage, it is also important that the **results indicators** focus on aspects that are covered by both the evaluation questions and by the data that will be available or that can be collected during the evaluation (taking into account the timeframe and available resources). We will collect data to inform against judgement criteria such as:

- The number of visitors and the diversity of visitor profiles correspond to the average mix of visitors at Expo
- Visitors feel better informed with regard to food policy issues and agriculture and science
- Visitors' attitude towards the EU is more positive after the visit
- Relevant stakeholders at international level see the EU as a key player in the global debate on food policy
- Member States agree that EU participation in the Expo is necessary and should continue

A complete set of judgement criteria and indicators will be developed during the inception phase, building on the draft versions contained in the preliminary **Evaluation Questions Matrix** (EQM, see Annex 1), and validated by the steering committee.

In terms of the tools used to assess short-term results delivered by the EU's participation in the Expo, we propose to use existing **monitoring data** and complement this with **feedback** from relevant stakeholders (in particular, visitors and relevant stakeholders at EU and international level) via online consultations and in-depth interviews

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(see Chapter 3). Finally, it is worth mentioning that when assessing the short-term results, we will be also testing the intervention logic (and its assumptions) and assessing the extent to which it worked as planned.

2.4 Utilisation-focused approach

Our proposed approach to the assignment is based on our understanding that the success of the study will ultimately be determined by the practical **usefulness** of the deliverables for JRC and other Commission services and EU institutions. The evaluation should be instrumental for measuring the results of the EU's participation in the Expo compared to its objectives and targets and for further developing the EU's participation in World Expos. We believe that, in order to maximise the usefulness of the evaluation's results, it will be important to identify the different end-users and their needs in order to ensure that the evaluation meets their expectations.

Our assumption is that there are **implementation** and **strategy** users of the results of the current evaluation, as described in the table below.

Table 1: Key users of the evaluation

User-type	Actors	Description
Implementation	EC – JRC World Expo Task Force	The EU's participation in Expo Milano 2015 is implemented and managed by the EC-JRC via an *ad-hoc* World Expo Task Force. We understand that these functions need information about how well the EU pavilion and its activities worked and the extent to which the objectives/targets established were achieved e.g. How many visitors did the EU pavilion attracted? What were their reactions and experiences? Was the budget sufficient to achieve the expected results? Did the EU contributions during the Expo influence global debate on food policy? Did it manage to induce any company partnership agreements? In other words, we understand that the implementation users primarily need information about the effectiveness and the efficiency of the intervention.
Strategy	EC – DGs European Parliament The Council Member States	In the future, other DGs or EU institutions may be in charge of managing the EU's participation in World Expos (or other similar international events). These organisations can benefit from the conclusions, lessons learned and recommendations of this evaluation. In addition, the EU's participation in World Expos is supposed to add value to Member States' participation by creating links and synergies between the different countries' pavilions, sharing resources or expertise, raising standards, etc. Thus the Member States may be interested in what has been achieved in the current Expo via the collaborations and coordination established with the EU organisers. Finally, other EU institutions representing national governments, civil society organisations and citizens scrutinise the work of the EC and thus this evaluation seeks to enhance accountability and transparency. The strategy users need information about effectiveness and efficiency, but on a less detailed level than the implementation actors. The strategy users also need to know about the relevance of the EU's participation in World Expos and the need for its continuation.

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Identifying the various uses that will be given to the evaluation is crucial for designing the evaluation approach, but also for disseminating the evaluation results among relevant stakeholders and/or the general public. In other words, the evaluation needs to be **easily understood** by those who will receive it and this process is facilitated by target-group segmentation. To be more specific, we suggest that the final report explicitly addresses the different evaluation users and their interests.

In the next chapter, we provide further details on the methods proposed for implementing the evaluation design that we have just described. In Chapter 4, we also provide an assessment of **risks and mitigation strategies** for this evaluation.

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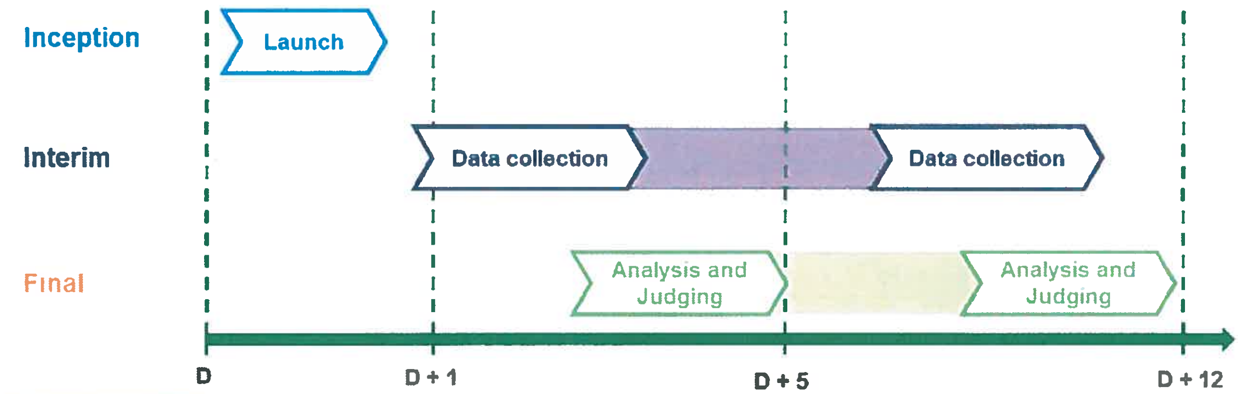
3 Methodology

In Chapter 2, we presented our evaluation design. In Chapter 3, our purpose is to describe how we are going to conduct the evaluation in practical terms. Our methodology involves a structured, step-by-step approach, drawing on quantitative and qualitative data and analysis to triangulate results, address the evaluation questions, and formulate conclusions and recommendations with a view to the future. Figure 3 below outlines the key phases and tasks of the proposed methodological approach. The different methods are presented in the ensuing sections, while the organisation of the work in each phase is described in Chapter 4.

Figure 3: Overview of key phases and tasks



Objectives	Familiarisation Finalisation of the approach and methods	Implementation of research methods and data collection	Final analysis and triangulation of data
Methodological tools	Interviews (EC/JRC) Intervention logic EQ matrix Document review	Desk-based research Surveys (on-the-spot / online) Stakeholder interviews Observations	Mapping and aggregation of data and findings, and closing gaps Triangulation final analysis and drafting of conclusions and recommendations
Deliverables	Inception report	Interim report	Final report

3.1 Evaluation questions matrix

The evaluation questions (EQs) as presented in the TOR provide a good **starting point** for the evaluation and explain how the EU's participation in the Expo maps across the key evaluation areas (i.e. communication and perception of the EU, policy impact, and contribution to growth and jobs). Based on our preliminary understanding of the evaluation, we made a start on **critically assessing** the questions and judgment criteria proposed in the TOR with a view to ensuring that they treat all relevant issues and, most importantly, that we can operationalise them using the array of research methods and tools at our disposal. This included refining the questions and judgment criteria and posing additional criteria that we feel necessary for a holistic assessment of the initiative. During the inception phase, we will conduct a more detailed review of the specific indicators and validate them with the evaluation's steering committee.

The **evaluation questions matrix (EQM)**, which is included in Annex 1, outlines the analytical framework of the evaluation. It presents the main evaluation questions and (refined) judgment criteria, and proposes a set of methods and sources to answer each of those questions. The changes and/or additional judgement criteria proposed are marked in *italics*.

In short, the proposed methodological tools are designed to complement one another in order to address the evaluation questions. We will rely on a **mix of quantitative and qualitative evidence** that we propose to gather through a strong desk-based analysis of data to be provided to us by the EC and/or contractors, complemented with a series of online consultations, stakeholder interviews and observations. As a way of summary, Table 3-2 below provides an overview of the links between the methodology proposed and the evaluation questions.

Table 2: Links between the methodology proposed and the evaluation questions

Method	Type of information	Links to evaluation areas and evaluation questions
Desk-based research	Data provided by the Expo Task Force and contractors Data provided by other pavilions and organisers	Evaluation questions: 1.1 to 1.14, 2 and 3 Desk research will be essential for the evaluation and will have implication on all evaluation areas and evaluation questions.
Online consultations (on-site or web-based)	Perceptions and opinions of visitors, buyers, event participants and personnel	Evaluation questions: 1.1 -1.7, 1.9. 1.12, 1.13, 2. The online consultations link primarily to the communication and perception aspects of the EU's presence at the EU. It will also help in answering questions about policy impact and issues such as success of scientific and food policy events.
Stakeholder interviews	Perceptions and opinions of World Expo Task Force, contractors, and stakeholders at EU and international level	Evaluation questions: 1.3 – 1.6, 1.8, 1.9, 1.11 – 1.14, 2 and 3 The interviews will provide feedback for a number of evaluation questions, but will be particularly important for collecting evidence needed to answer questions on policy impact and contribution to Growth and Jobs.
Observations	Qualitative information on visitors' experiences, reactions, use of facilities, attitudes towards the EU, interaction with EU staff.	Evaluation questions: 1.4, 1.5, 1.8, 1.10, 1.13. Only linked to the communication and perception aspects, observations will offer a qualitative perspective of the EU and help to answer questions that require from visitors' feedback.

The research methods presented in the table above are described in the ensuing sections.

3.2 Desk-based research

As presented in Table 3-3 below, the desk research component of this evaluation will be composed of two elements:

- **Desk review and analysis of secondary data**: We will draw relevant information from a number of sources in order to examine different aspects of the design, implementation and results of the EU's participation in the Expo (e.g. visitor numbers and profiles, media coverage, organisational set-up, impacts at policy level, etc.)
- **Comparative exercises:** To put the findings of this analysis in perspective, the desk research component of the evaluation will include a comparison of the EU's presence at the Expo with other European countries, as well as with other EC communication initiatives. More specifically, we will compare the results of the EU pavilion in terms of visitor numbers and profile; organisational set-up; and cost and benefit of the presence in the Expo (i.e. EQs 1.1, 1.9 and 1.12) with those of other European country pavilions.

In relation to the selection of (at least three) European pavilions, this will be defined during the inception phase, and will be based on criteria related to the size and maximum capacity of the pavilions, as well as their location. This means that we intend to select pavilions which are comparable to the EU one in terms of size and capacity, but that are at different locations of the Expo area. Depending on the availability of data, we may propose to also include a non-European pavilion in the comparison, for example, an international organisation pavilion, which may share with the EU some of the opportunities and challenges of having a presence at the Expo.

The table below summarises the different topics (or evaluation questions), as well as the different sets of data sources that we will cover in each of the desk research elements.

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Table 3: Desk-based research elements of the evaluation

Desk research element	Topics/EQs	Sources
Desk review and analysis of secondary data	Visitor numbers, profile, and level of satisfaction (EQs 1.1, 1.2, 1.8, 1.13, and 1.14)	• Visitor numbers published by Expo S.p.A. • Counter of visitors at the entrance of EU pavilion • VIP visit numbers and bilateral meetings provided by Expo Task Force • Satisfaction data from special equipment at exit • Guestbook/Golden book • Prizes and awards received • Visitors numbers/feedback provided by collateral exhibitions organisers
	Traditional and media coverage/activity (EQs 1.5, 1.6, and 1.13)	• Participant/media coverage data provided by RAI on the Europe Day's concert • Media coverage data provided by DG COMM • Social media data provided by • Website data provided by A5 (EQ 1.6) ON-GOING
	Sales (EQ 1.7)	• Sales data provided by gadget company • Shop visitor numbers provided by Expo Task Force
	Organisational set-up (EQ 1.9)	• Monitoring data on personnel planning and technical functioning provided by Expo Task Force
	Volunteer programme (EQ 1.10)	• Statistics and qualitative feedback provided by Ciessevi
	Quality of EU contribution to key documents (EQ 2)	• EU contribution to Expo Final Declaration and Charter of Milan
	Evidence of potential impacts at policy level	• Number of citations of the Charter of Milan/Expo in EC communications and press releases provided by Expo Task Force • Number of activities/events during Expo 2015 provided by Expo Task Force • Number of online public consultation participants provided by Expo Task Force
	Number and nature of economic partnership agreements generated (EQ3)	• Data to be provided by external company selected by DG GROW
Comparative exercises	Visitor numbers and profile (EU pavilion compared to at least 3 other European country pavilions) (EQ 1.1)	• Visitor numbers and profile provided by other pavilions and organisers

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Desk research element	Topics/EQs	Sources
	Organisational set-up (EU pavilion compared to at least 3 other European country pavilions) (EQ 1.9)	• Monitoring data/feedback provided by other pavilions and organisers
	Costs and benefits of presence at Expo (EU pavilion compared to at least 3 other European country pavilions; and to other EC communication initiatives) (EQ 1.12, 1.15)	• Cost per visitor data provided by other pavilions and organisers • Data on communication impacts and budget of other EC communication initiatives (e.g. Expo Hannover, EU Working for You)

The exact scope and anal tical methods for the desk-based review of secondary data, and the precise indicators to which this will contribute, will be defined following an initial assessment of the data situation by the evaluators (in terms of availability, completeness, quality, and usefulness) during the inception phase.

During this initial phase, we will also develop a **desk-research tool** that will serve to organise and systematise the data analysis. The tool will mainly link the data with the indicators under each evaluation question and leave record of the source of evidence. It will be presented as a matrix (see Table 3-4 overleaf), with the main sources of secondary data listed in the columns (for example, a) visitor numbers published by Expo S.p.A), and the evaluation questions and indicators in the rows. There will also be a specific cell to cite the source from where the information came from so as to ensure that any of the evaluators can track back and check the recorded data.

Table 4: Example of desk research tool

Evaluation areas, questions and indicators	MAIN SOURCE						Name of specific source
	a	b	c	d	e	f	
COMMUNICATION AND PERCEPTION OF THE EU							
EQ 1.1							
INDICATOR 1							
INDICATOR 2							
INDICATOR 3 etc.							
EQ 1.2							
INDICATOR 4							
INDICATOR 5 etc.							
POLICY IMPACT							
EQ 2							
INDICATOR 20							
INDICATOR 21 etc							

3.3 Online consultations

In order to gather feedback from visitors, event participants and personnel working at the EU pavilion, we propose to carry out three online consultations, namely:

- **Survey of visitors:** This survey will be targeted at visitors to the EU pavilion (aged 18 years and older) and will be carried out by volunteers working at the EU pavilion. It will consist mostly of closed questions and we will use Coffey's own real-time mobile data collection system, COSMOS, to conduct the survey on-site (see text box). For visitors who are not willing or do not have the time to answer the survey on-site, we will offer the alternative of answering a web-based survey which they can access via a link that we can send via email.[12] The survey will be available in English and Italian.
- **Survey of personnel**: This will be targeted at operational and technical staff working at the EU pavilion. This will basically be a web-based survey that respondents will be able to access via a link that we will send to their email addresses. This survey will consist of both closed and open-ended questions.

> **Coffey's COSMOS system for online surveys**
>
> Coffey's mobile data collection system, COSMOS, will allow us to implement a bespoke computer assisted survey on-site using ***smart-phones***. Our in-house technical team will work with us to adapt the survey for use on smart-phones and build in question routing, increasing accuracy and saving time for both volunteers and respondents. The system will allow volunteers to upload responses on the spot. The data collected are stored in a universal format and can be converted for use with any common statistical software package. Further details on this system are provided in Annex 2.

- **Survey with of participants:** This will be similar to the survey with visitors, as event participants will have the opportunity to answer the survey on-site or on-line at a moment of their convenience. The questions of this survey will be specifically about the organisation and appreciation of the food policy and food science events organised by the scientific Steering Committee.

These surveys will allow us to gather quantitative and qualitative information on the perceptions and experiences of visitors and staff to the EU pavilion. The practicalities of the implementation of these surveys are explained with greater detail below. Before going into this, it is important to mention that we will have an **on-site coordinator** working from Milan who will be responsible for ensuring that the different data collection methods (particularly the surveys) are implemented smoothly. She will also be able to brief volunteers about the use of the COSMOS system and will be available for providing additional support if needed.

Survey of visitors

Volunteers working at the EU pavilion will be in charge of recruiting respondents to the survey. As mentioned before, these will have the chance to answer the survey **on-site or on-line**, at a time of their convenience. If the first option is preferred, volunteers will proceed to read the questions and collect responses using the smart-phones that we will provide. The phones will have Coffey's **data collection system (COSMOS)** and so volunteers will be able to easily input the answers to the survey and transmit them to the evaluators. Further details of how the COSMOS system works are provided in Annex 2.

For those wishing to answer the survey later or another day, we will ask volunteers to collect basic contact details (i.e. name and email address). We will then send the **link to access the web-based survey** to the list of emails collected. The link will be sent 3 to 5 days after they visited the EU pavilion to ensure that they recall thei views and experiences during the visit.

Early in the evaluation, we will contact the organisation responsible for the volunteer programme (Ciessevi) in order to familiarise ourselves with the number and role of volunteers during the Expo and their capacity to recruit participants for the online consultation. Volunteers will be **briefed by our on-site coordinator** in terms of how, where and when to approach visitors, what number of people (and with which profiles) they should try to recruit each day, what information they should collect from them and how they can transmit it to the evaluators.[13]

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[12] Having an web-based version of the survey will also allow including an additional set of questions (i.e. open-ended questions) that can be used to elicit additional qualitative feedback on visitors' experiences.

[13] Detailed guidance and support in using the software and phones will be available for volunteers via email or our on-site coordinator. Coffey's field researchers have successfully used this technology in challenging environments such as Afghanistan and Nigeria. Moreover, this previous

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In terms of the **sample for the survey**, this will be defined during the inception phase. However, we envisage a preliminary sample of 1500 to 2,000 visitors to be recruited and surveyed either on-site or on-line, if target capacity of 1,000,000 visitors to the EU pavilion is reached. A sample of this size would allow room to explore sub-group responses (e.g. young people) with a confidence level of circa 95% and a 5% margin of error. Taking into account the estimated days available for the implementation of the survey[14], we estimate that volunteers would need to conduct **10 to 15 surveys per day**.[15] During the inception phase, we will discuss with the steering committee the possibility of providing some incentive to increase response-rate e.g. giving away EU pins.

In terms of the **content of the survey**, respondents will be asked to provide their views in relation the following broad issues:

- **Profiling questions:** gender, age range, profession, country, city, and (if agreed to) contact details.
- **Overall appreciation of the pavilion and specific elements of it**: the extent to which visitors enjoyed the overall experience and the relevance of the theme and focus on bread and wheat. We will also investigate how audiences perceived the narrative experience and the two protagonists of the story (Alex and Sylvia). Other suggested dimensions of the audience experience include crowdedness, queues and hospitality.
- **Design of pavilion**: the visual appearance and aesthetics of the pavilion including how the quality of the movie and the techniques and special effects were perceived by the audience.
- **Messages conveyed**: to what extent the visitors developed positive feelings/attitudes towards to EU and European policies on food-related issues.
- **Merchandising**: to what extent customer were satisfied with the merchandise and shopping experience, both in the pavilion shop and online.
- **Other** questions of interest are how visitors learned about the Expo and EU pavilion, their reasons for visiting the Expo and EU pavilion, their experiences and appreciation of events organised during the Expo (e.g. conferences, workshops, etc.), their use of social media to follow-up on news/information on the Expo and EU pavilion, and the added value of the EU presence in the Expo.

Finally, for visitors to the **collateral exhibitions** we propose:

- In the case of **Sylvia's Lab**, as this is targeted mainly at schools, the survey will target teachers that have accompanied their students to visit the lab in the Visitors' Centre of the JRC in Ispra. As all visits require pre-registration, we will collect email addresses from pre-registration forms to use for the web-based survey.
- In case of the **Space Expo**, since it will take place in September, we propose to add specific questions about this exhibition only in the surveys conducted over that month.

Survey of personnel

This survey will be aimed at collecting feedback on organisational aspects of the EU pavilion (e.g. personnel management and organisation, work-load, technical functioning of devices, staff satisfaction, contractors performance, etc.). It will be targeted at all personnel and technical staff working at the EU pavilion (if possible, this will also include personnel from external contractors). We will collect email addresses from the organisers and send the link to access the survey at an interim stage of the duration of the Expo in order to allow sufficient time to collect responses. We will send two or three reminder emails, depending on the response rate achieved. We recommend that the survey remains online from six to eight weeks.

The topics to be addressed in this survey will be as follows:

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experiences show that COSMOS is easily implemented and easy-to-use with past enumerators including people who never owned a smartphone. Therefore, we are very confident that we will be able to use the system in this evaluation too.

[14] If the evaluation is launched early in May, just when the Expo starts, we estimate that the data collection phase will be launched in June, giving around 132 days for the implementation of the survey with visitors.

[15] It is worth noting that the sample of visitors will also include shoppers at the EU pavilion shop in order to collect their views on their shopping experience.

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- Performance of personnel management and organisation
- Relationship with external contractors
- Technical functioning of devices
- Satisfaction of personnel and technical staff
- Experiences and appreciation of different aspects of the organisational set-up of the EU pavilion
- Best practices and areas for improvement

Survey of event participants

In order to assess the organisation and quality of the events hosted in the EU pavilion, we propose a similar approach as with the visitor survey: to recruit participants at the end of the events and provide the opportunity to answer a survey on-site (using the COSMOS system) or web-based (by providing an email address). The questionnaire will be the same as for the survey with visitors, but will include a specific set of questions in relation to the events in question, including aspects of organisation, user satisfaction and overall impression.

The number and mix of events that will be covered with this survey (e.g. workshops, conferences, public events) will need to be discussed with the Commission. With an estimated agenda of circa 180 events, there will be a need to choose strategically.

3.4 Stakeholder interviews

The interviews are planned to help us examine the EU's participation in the Expo in a cumulative way (see section 2.2) and from the perspective of **stakeholders at EU and international level**. While the online consultations will serve to collect feedback from visitors regarding their appreciation and experiences at the EU pavilion (and events), the stakeholder interviews will allow us to gather the views of those involved in its design and implementation, as well as of key actors of the global political agenda.

The exact sample of interviewees, as well as the detailed interview guides will be agreed with the steering committee during the evaluation's inception phase. At proposal stage, we foresee interviewing a sample of circa **30 representatives**, as outlined in the table below. These are mainly people with responsibility in designing, creating, implementing, and monitoring the EU's participation in the Expo, and high level actors with influence in the global food policy debate.

The interviews will take the form of a **semi-structured discussion** usually lasting between 40 and 60 minutes, and covering a range of relevant topics. Most interviews will be conducted in English and over the telephone, but where an interviewee is based in an easily accessible location (e.g. Milan), and/or prefers to be interviewed in another language that is spoken by a member of the evaluation team, different arrangements will be considered.

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Table 5: Summary of interviewees

Stakeholder group	Nr of interviews	Topics for discussion
World Expo Task Force (including press officer, community manager, protocol function, steering committee, working group, etc.)	5	• EU pavilion rationale, design, functioning, organisational-set up • Implementation and management of EU's participation in the Expo • Challenges and barriers in the development of the intervention • Visitors' experiences in EU pavilion and activities proposed (incl. collateral exhibitions and events) • Success in securing the presence of EU institutions authorities and other VIPs • Strengths and weaknesses of the media strategy (incl. social media) • Synergies with MS pavilions and activities • Added value of EU presence Expo • Costs and impacts of EU presence at Expo in relation to other EC communication programmes • Contributions of the EU to food policy debate • Suggestions for improvements
Contractors (MCI and others)	2	• EU pavilion rationale, design, functioning, organisational-set up • Show and post-show rationale and expected reactions from visitors • Challenges and barriers in the development of the intervention • Relationship with the World Expo Task Force and Expo organisers • Suggestions for improvements
EU pavilion personnel/technical management function	2	• EU pavilion management, organisational-set up, and functioning • Satisfaction of personnel and technical staff • Efficiency of contractors • Visitors' experiences in the EU pavilion and activities proposed • Suggestions for improvements
VIPs	3	• Appreciation of EU pavilion and VIP area • Added value of EU presence at the Expo • Contributions of the EU to food policy debate • Capacity of the EU to leverage partners and induce change • Suggestions for improvements

Stakeholder group	Nr of interviews	Topics for discussion
Senior staff of MS pavilions and non-participant MS	13	• Pavilions management, organisational-set up, and functioning • Efficiency of contractors • Synergies with EU pavilion and activities • Opportunities for non-participant MS • Added value of EU presence at the Expo • Suggestions for improvements
Stakeholders at EU and international level (e.g. EP, UN, OECD, industry associations, etc.)	5	• Success of the EU pavilion and scientific programme of events • Capacity of the EU to leverage partners and induce change • Added value of EU presence at the Expo • Contributions of the EU to the Expo and food policy debate and Europe 2020 objectives • Advantages of EU presence at Expo in relation to EU country pavilions
Total	**30**	

3.5 Observations

We propose that one of the evaluation team members visits the EU pavilion **twice** (for two consecutive days each time) during the development of the Expo. The purpose of these visits will be to observe the functioning of the EU pavilion and the attitudes/behaviours of visitors in relation to the special effects, story of Sylvia and Alex, interactive area, etc. so as to provide additional evidence to the assessment of the following:

- Visitors appreciation of the EU pavilion design, décor, and special effects (EQ 1.3)
- Success of the show and post-show in communicating clear messages on the EU (EQ 1.4)
- Success of the Europe Day events (to be confirmed by the Commission) (EQ 1.5)
- Efficiency of the protocol function (EQ 1.8)
- Functioning of the volunteer programme (EQ 1.10)
- Success of the collateral exhibitions (EQ 1.13)

In particular, the observations will be aimed at determining what elements of the EU pavilion were most attractive to visitors (including VIPs) and were more likely to generate the expected effects on them, and why this happened (or did not happen). We will also observe how volunteers interacted with visitors and how well visitors found their way in the different areas of the pavilion.

The value of the observation exercise is two-fold. In the first place, we will be able to develop a greater understanding of visitors' experiences in the EU pavilion, their motivations, the environment, and so on. Furthermore, observation techniques provide a unique opportunity to **link what people say to what they actually do**, counter-balancing the self-reported bias of other sources of data. This means that we would be able to complement the feedback provided by visitors in the survey, with evidence coming from our direct observation of their attitudes and behaviours while they visit the EU pavilion.

The role of the evaluator during the observations will be relatively active, meaning that we will observe the setting from 'the outside', but we will also take the opportunity to interact with people and ask specific questions about what

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they like / do not like, how they feel about the messages conveyed, etc. For collecting the evidence, we will employ various methods such as field notes, photographs, videos, and short interviews.

In terms of the **timing** of our visits and observations of the EU pavilion, we propose that one visit takes place early in the evaluation process (e.g. May / June) and another closer to the end of the Expo (e.g. September). In this way, we will be able to identify aspects of the setting and/or the visitors' experiences that may have evolved / changed throughout the period of duration of the Expo.

It is important to note too, that one of the evaluation team members is **based in Milan**; therefore, she will be able to attend the Expo more than two times (if need be) and also act as our liaison contact point for any aspects related to the logistics of the evaluation exercise (e.g. collecting documentation, following-up with the volunteers assisting with the survey, etc.)

3.6 Analysis of data

The **processing and initial analysis** of the raw data will be carried out in the second phase of the evaluation, as the data is collected. For this purpose, we will use a range of appropriate qualitative and quantitative methods, depending on the nature of the respective data and its intended use.

In the third phase, we will systematically bring together and **triangulate the data** from the different sources to arrive at robust evidence-based results that can be confirmed from more than one source. More specifically, we will undertake a systematic review and mapping of all data, whereby evidence is structured and mapped to the relevant indicators, as per the EQM (Annex 1). This will provide us with a series of findings that relate to each evaluation question.

We envisage that the evaluation makes use of triangulation at three different levels:

- **Triangulation of data**: Primary data from interviews, surveys, and observations, as well as secondary data, such as monitoring data provided by the EC and contractors;
- **Triangulation of respondent groups**: Expo Task Force, managing and operational teams, contractors, visitors, Member States, international organisations, etc.
- **Triangulation of methods**: Desk-based research, surveys, interviews and observations.

An element of the last phase of the evaluation will be a **(soft) cost-effectiveness analysis** of the EU's participation in the Expo to help ascertain the extent to which it was effective in achieving its objectives and targets in a cost-effective way. The proposed assessment would look to identify the potential to improve the efficiency of the EU's participation in future World Expos. As was explained in section 3.2 we will also include a comparative approach with other EC communication programmes.

The cost-effectiveness analysis will be based on a triangulation of all the data collected throughout the evaluation and it will be aimed at verifying whether better results could have been achieved at lower costs. Therefore, the exercise will be structured around the following questions:

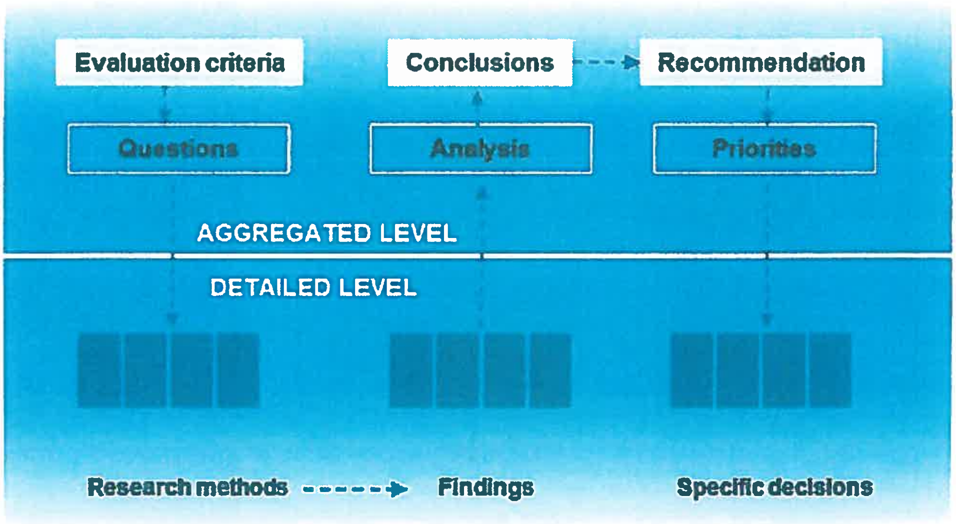
- What were the costs of the EU's participation in the Expo?
- How effective was the EU pavilion in attracting the expected number of visitors?
- What was the cost per visitor?
- Which factors contributed to the incurred costs and outcomes/results achieved?
- What was the relationship between the costs and benefits achieved in comparison with other European country pavilions and other EC communication programmes?

The main output of this exercise will be a **final 'rating'** of pavilions/communication programmes that will be benchmarked against each other (i.e. from the most cost-effective one to the least cost-effective).[16]

[16] It is important to note that the scope and quality of the cost-effectiveness analysis will depend a lot on the scope and quality of the information available on the costs and benefits incurred by other European country pavilions as well as other EC communication initiatives.

The evaluation's overall **conclusions and recommendations** will emerge from the triangulated data, ensuring that the evidence from the past is translated into recommendations for the future, grounded in a relevant understanding of strategic priorities. This process is illustrated in the diagram below.

Figure 4: Process for the development of conclusions and recommendations



In particular, the integrated conclusions emerging from the evaluation will focus on providing information that will improve understanding of the results of the intervention with a view to feeding into the **policy-making process**. This will take an evidence-based approach to verifying the logic model that underpinned the EU's participation in the 2015 Expo while, as far as possible, accounting for relevant contextual factors.

The recommendations will focus mainly on how the Commission can address any **deficiencies and/or gaps** for the next World Expos. Conclusions and recommendations will be supported by explaining the degree to which they are based on opinion, analysis and objectively verifiable evidence. Where opinion is the main source, the degree of consensus and the steps taken to test the opinion will be clarified.

4 Approach to the management of work

In Chapter 3, we presented the proposed methodology. In this Chapter, our intention is to focus on the implementation-related aspects of the evaluation. In other words, how we will manage the assignment in a way that ensures efficiency and high-quality deliverables. The description of our management-approach is divided into four sections: a) work organisation; b) time plan; c) allocation of resources; d) proposed team, and e) management and quality control mechanisms.

4.1 Work organisation

The evaluation will be divided into three different phases: the inception phase, the interim phase and the final phase. These phases are further described in Table 4-6 below.

Table 6: The evaluation phases

Phase	Duration	Description
Inception	1 month	The aim of the inception phase is to launch the evaluation and, in discussion with the steering committee, to develop a mutual understanding of the evaluation's scope and objectives. Based on this understanding, we will refine the evaluation methodology and present a complete list of research questions, indicators and data collection tools in an **inception report**.
Interim	4 months	In the data collection phase, our intention is to implement the research methods described in Chapter 3 (i.e. desk research, online consultations, stakeholder interviews, and observations). An **interim report** explaining progress made in the implementation of the evaluation and any preliminary findings from the desk and filed research will be submitted to the steering committee on timely manner.
Final	7 months	At the final stage of the evaluation, we will finalise the analysis of the data, triangulate the evaluation's findings, conclusions and recommendations and present them in a **draft final report.** The evaluation's **final report** will be submitted taking into account feedback received from the steering committee on the draft final report.

4.1.1 The inception phase

The inception phase (duration 1 month) will entail the following main task packages:

- **Familiarisation**: We will undertake a range of activities to further develop our understanding of the EU's participation in the Expo, its objectives, activities, implementation, outputs, data sources, evaluation requirements etc. This will include an initial review of relevant documentation and a kick-off meeting with the steering committee to engage in an open exchange of views and ideas. At the meeting, the Commission will be able to provide feedback on the proposed approach, make suggestions for improvements, and provide us with secondary data. We will also conduct a limited number of exploratory interviews with relevant EC/JRC staff.
- **Finalise approach and methods:** Based on the information gleaned via the above activities, we will revisit and (if necessary) refine the intervention's logic model and review and update the evaluation questions, judgment criteria, indicators, and data sources. We will also fine-tune the survey and interview samples and develop the required data collection tools (interview guides, questionnaire for the surveys, observation guide, etc.).
- **Reporting**: The results of the first phase will be summarised in the inception report, which will be submitted to the steering committee one month after contract signature. A meeting with the steering committee will be held soon thereafter, in order to discuss any pending issues or questions. Following the meeting, a final version of the inception report will be submitted, taking into account the comments received.

4.1.2 The interim phase

In the data collection phase, we will continue with the desk research and interviews initiated during the inception stage. We will also conduct a series of online surveys and observations.

- **Desk-based research**: The data collection phase will start with desk research dedicated to collecting and reviewing information available on the EU's participation in the Expo from existing sources. As the data from the monitoring systems implemented by the Expo Task Force, contractors and Expo organisers will become available at different stages of the duration of the evaluation, the desk research element will extend throughout the whole period. We will review and analyse the data as soon as it becomes available to us, although we envisage that a good portion of the data will be provided once the Expo has finished. This means that the desk-based analysis will be more intensive at the end of the interim phase. Further details of the desk-research component in this evaluation are provided in section 3.2.
- **Online consultations:** We will implement three online consultations to gather the views of visitors, participants to events, and personnel at the EU pavilion. The survey with visitors will be tested and launched as early as possible in the interim phase to allow for a period of execution that coincides with the duration of the Expo. The survey with participants to events will be launched as soon as the first events take place. The one with the pavilion's personnel will be implemented at a mid-point of the interim phase (e.g. two months before the Expo finalises). The format and promotion of the surveys will be tailored to each target group. Further details are provided in section 3.3.
- **Stakeholder interviews**: We envisage conducting interviews with circa 30 stakeholders over the course of the assignment (not including the familiarisation interviews to be conducted during the inception phase). The evaluators will start to arrange the interviews with stakeholders as early as possible in order to be able to provide various options of days and timeslots to conduct the interviews. As the feedback that we need to collect from the different stakeholders responds to different evaluation areas, some interviews will have to be conducted closer to the end of the Expo so that interviewees have information related to the results of the EU's presence at the Expo. This is the case of interviews with certain members of the Expo Task Force (press officer, protocol function, community manager, etc.), EU pavilion management functions, and stakeholders at EU and international level. Whereas, interviews with contractors, VIPs, and senior staff of MS pavilions and non-participant MS can be conducted earlier in the interim phase. The proposed preliminary sample and initial break-down are presented in section 3.4.
- **Observations**: We propose to visit the EU pavilion and Expo at least two times during the development of the Expo in order to observe its functioning and visitors' experiences. One visit could take place early in the evaluation process (e.g. May / June) and another closer to the end of the Expo (e.g. September) so that we can have a proper understanding of how the EU's presence evolved / changed throughout the period of duration of the Expo.
- **Reporting:** We will deliver an interim report summarising the progress and preliminary findings of the data collection, as well as highlighting any difficulties encountered and proposed mitigation measures. The interim report will also give clear indications and detailed planning of the work to be carried out during the remaining period of completion of the contract. The interim report will be discussed during a meeting with the steering committee.

4.1.3 The final phase

During the third and final phase of the evaluation, we will bring together the **evidence and findings** from the different data collection methods with a view to answering the evaluation questions and formulating overall conclusions and recommendations. These will be included in a **draft final report**, structured in compliance with the Commission's rules and requirements, and submitted nine months after the contract signature. This will be followed by a meeting with the steering committee to discuss any pending issues or questions. The **final report** of the evaluation will be submitted three months afterwards, which will include all technical annexes and an executive summary.

4.2 Time plan

The **phases and key milestones** are shown in the diagram overleaf. During the inception phase of the project, this would be expanded into a fully-fledged Gantt chart, providing details of the planned tasks and activities.

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Figure 5: Project phases and key milestones

	Month												
Phases	D	1	2	3	4	5	6	7	8	9	10	11	12
1. Inception													
1.1. Familiarisation	■												
1.2. Finalise methods and tools		■											
2. Interim													
2.1. Desk research			■	■	■	■							
2.2. Online consultations			■	■	■	■							
2.3. Stakeholder interviews			■	■	■	■							
2.4. Observations			■			■							
3. Final													
3.1. Final data analysis							■	■	■	■			
3.2. Conclusions and recommendations									■	■	■	■	■
Milestones	**D**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
Kick-off meeting	◆												
Inception report submission		□											
Inception meeting		◆											
Interim report submission						□							
Interim report meeting						◆							
Draft final report submission										□			
Draft final report meeting											◆		
Final report submission													□

D = Initial date ◆ Meeting □ Deliverable

4.3 Allocation of resources

The implementation of the assignment is expected to require a total of **113 staff/days**, divided between the different members of the team. A summary of the level of effort by category of staff and per phase is shown in Table 4-7 overleaf. A more detailed work plan presenting the level of effort by category of staff, per phase and task is included in Annex 3.

The following factors should be kept in mind when considering the **allocation of resources** amongst the different phases and team members:

- This is an evaluation that will extend over a relatively long period of time (12 months), with a considerable number of days allocated for collecting primary data from a broad range of stakeholders during the period when the Expo is open. As was mentioned before, we envisage that a good amount of secondary data will be provided to the evaluators once the Expo has finished, which will probably coincide with the end of the interim phase of the evaluation and start of the final analysis phase. In view of this, we have saved a good number of days during this last phase that will be dedicated to analysing this data and triangulate it with that collected during the interim phase. Summarising, the **number of days per phase** are as follows: inception: 20 (18%), interim: 58 (51%), and final: 35 (31%).
- Senior staff days are concentrated on tasks involving extensive creative, managerial and analytical input, while much of the data collection will be conducted by lower categories. However, in order to maintain consistency and ensure the appropriateness of the methods in practice rather than (merely) in theory, some data collection (e.g. interviews with members of the Expo Task Force, VIPs, senior MS officials and stakeholders at EU and international level) will be conducted by more senior-level team members. Overall, the **number of days per category of staff** are as follows: Category I: 6 days (5%), Category II: 51 days (45%), Category III: 35 days (31%) and Category IV: 21 days (19%).

Table 7: Level of effort by category of personnel per phase

Phase/Category of staff	Quality Assurance Cat. I	Project Manager Cat. II	Senior Consultant Cat. II	Consultant Cat. III	Junior Consultant Cat. IV	Total days
1. Inception	2	5	5	4	4	20
2. Interim	2	6	14	23	13	58
3. Final	2	10	11	8	4	35
Total days	6	21	30	35	21	113

4.4 Proposed team

We recognise that success in this assignment relies on assembling a team combining expertise and knowledge of the evaluating **communication activities** for the Commission's services and command of **evaluation methodologies**. The proposed evaluation team offers a unique blend of skills, necessary to undertake the evaluation in a rigorous and robust manner. In particular, our team brings:

- An in-depth understanding of different evaluation systems and approaches
- Methodological expertise in qualitative and quantitative research methods
- A long-standing experience of cooperating with the European Commission
- A strong sector-expertise within the field of evaluating communication activities and policies
- Profound knowledge of the concepts and theories behind the communication objectives of the European Commission
- A strong focus on quality, customer satisfaction and quality assurance

A sample of **relevant assignments** carried out by the evaluation team includes:

- Evaluation of European Year of Development (for DG DEVCO, 2014 – on-going)
- Evaluation of the Corporate Communication Camping 'EU Working for You' (for DG COMM, 2014 – on-going)
- Evaluation of the Share Europe Online pilot project (for DG COMM, 2014)
- Evaluation of the Europe Direct Contact Centre (for DG COMM, 2014)
- Evaluation of DG Trade's Civil Society Dialogue (for DG TRADE, 2014)
- Ex-ante evaluation of communication activities on consumer rights (for DG JUSTICE, 2013)
- Evaluation study on good practices in EU Regional Policy communication 2007-2013 (for DG REGIO, 2013)

Taken together, the evaluation team is characterised by evaluation rigour, technical know-how, and project management expertise; see also the tables below, where we present the skills and qualifications of Coffey's team members and the sub-contractor (based in Milan). The combination of the different profiles ensures that the multi-disciplinary and multi-lingual team has access to all relevant skills and areas of expertise for the assignment. For full Europass CVs, please refer to Annex 3.

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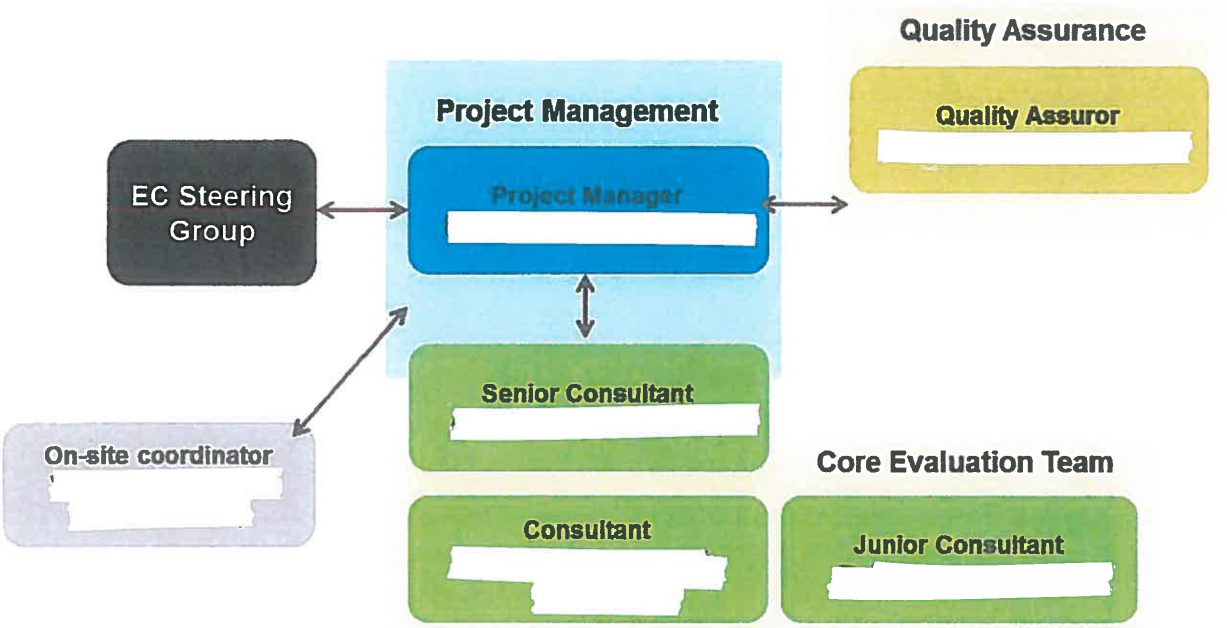
4.4.1 Organisation of the team

This section provides further details regarding the organisation of the team and allocation of tasks among team members in accordance with their specific skills and qualifications.

Figure 6: Proposed team structure



Broadly speaking, the responsibilities of the different roles will be:

- The **Quality Assurer** will for this assignment be responsible for undertaking quality assurance of all reports prior to submission to the steering committee. She will also oversee control and risk management processes.
- The **Project Manager** will set the milestones for the completion of tasks and keep a close eye on overall progress. He will also have the responsibility for the every-day project management and coordination of the project team. The Project Manager will act as the main contact point for all routine communication with the Commission/JRC, ensuring that the evaluation is carried out in line with client requirements and the agreed methods and time table.
- The **Senior Consultant** will support the Project Manager in his role and carry out a large part of the envisaged analysis tasks, as well as some portion of the data collection. She will mainly contribute to the refinement of the methodology and data collection tools, oversee the desk research tasks, carry out interviews with high-level stakeholders, oversee the implementation of the surveys, and draft the main sections of the evaluation's deliverables.
- The **Consultant and Junior Consultants** will focus on providing support to the rest of the team members. They will concentrate in fieldwork activities, organising meetings, and preparing and drafting parts of the tools and deliverables.
- The **on-site coordinator** is a Category III Consultant with broad research experience and project management skills. She is based in Milan and will work as an intermediary for Coffey, organising data collection activities at the Expo, facilitating a smooth cooperation with the Expo's on-site personnel/volunteers and ensuring that any practical aspects of the implementation of the evaluation are handled satisfactory. She will be fully integrated to the evaluation team, participating in weekly team meetings for assessing the progress of the evaluation and contributing to various tasks of the fieldwork (e.g. observations and interviews). She will report directly to the Project Manager.

Further details of the skills and qualifications of team members, as well as the specific tasks assigned to them are provided in the ensuing tables.

QUALITY ASSUROR [redacted] Cat. I
Summary profile
is a very experienced evaluator with over 15 years of experience in project management and quality assurance in the areas of information, communication and evaluation. Relevant evaluation assignments led by include the evaluation of the Corporate Communication Campaign 'EU Working For You' and the evaluation of the Share Europe Online project, both for DG COMM. brings first-hand experience of communications management from within the Commission, DG RTD, where she worked for 6 years before joining Coffey. is a native English speaker, she has a degree in French and German, postgraduate qualifications in Marketing and a Masters of Business Administration from Henley Business School.
Role and tasks assigned
She will be responsible for ensuring the quality of deliverables, as well as of specific technical elements of the evaluation (e.g. EQM, data collection tools, etc.) The ***specific tasks*** assigned to this role include the quality assurance of the deliverables as well as all tasks undertaken by Coffey. She will also conduct language quality checks of all deliverables before submission.
Key capabilities against role and tasks assigned
✓ Over the last 15 years, as overseen the design and delivery of evaluations across various sectors, including communication, research, development, and innovation. ✓ Six years of first-hand experience of communication and event management for the European Commission ✓ At Coffey, she has been responsible for delivering and overseeing the design and implementation of communication evaluations covering over 30 projects delivered across five DGs. ✓ She has applied a wide range of monitoring and evaluation approaches through her involvement in assignments for the European Commission, including assessment and monitoring of information and communication strategies, policies and campaigns of the European Commission; social and economic research; logical frameworks; and stakeholder consultation and community-based development workshops.

PROJECT MANAGER [redacted] Cat. II
Summary profile
is Evaluation & Research Principal at Coffey, where he has spent the last seven years specialising in evaluations and impact assessments for the Commission. has proven experience delivering evaluations for various DGs (DG COMM, DG RTD, DG EAC, DG GROW, DG AGRI, DG MARE). He holds a Master's in EU Studies, and is currently working towards an MSc in Social Research from the University of London. He is a native English speaker.
Role and tasks assigned
will be responsible for delivery of the evaluation and managing the evaluation team, including liaising with the Commission. The ***specific tasks*** assigned to this role include the participation in meetings with the steering committee, refinement of the methodology; technical oversight of the project; peer review of deliverables; provision of guidance to team members; and substantive inputs in the inception, data collection and final reporting periods.
Key capabilities against role and tasks assigned
✓ has led the design and implementation of over 15 evaluations for the EC, with individual project budgets up to EUR 400,000 ✓ His work has concerned finding ways to structure and present mass and often complex information effectively through a rigorous approach to research design, execution and analysis ✓ As Project Manager of evaluation assignments for various DGs, he has worked closely to DG staff and has interacted with

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key stakeholders (EU institutions, public authorities at regional/national/local level, NGOs and the private sector)

- ✓ He is a skilled communicator with extensive experience in the dissemination of evaluation findings and lessons learned to clients and stakeholders

SENIOR CONSULTANT [redacted] **Cat. II**

Summary profile

[redacted] is a Senior Consultant at Coffey's Evaluation & Research Practice. She is a skilled evaluator with long-standing experience in conducting evaluations for the Commission, including DG RTD, COMM, AGRI, MARE, JUST, among others. She is highly experienced in examining knowledge management and communication procedures. She holds a Master in Public Opinion Analysis.

Role and tasks assigned

[redacted] will assist the Project Manager in implementing the evaluation methodology.

The ***specific tasks*** assigned to this role include: organisation of weekly team meetings; follow-up and peer review of inputs provided by the liaison contact in Milan; peer review of inputs developed by Coffey's consultants; development of the evaluation's analytical framework and data collection tools; implementation of desk research, stakeholder interviews, and online consultations.

Key capabilities against role and tasks assigned

- ✓ [redacted] has lead or contributed substantially to over 30 evaluation assignments for the Commission, including the evaluation of the Ex-smokers campaign for DG COMM.
- ✓ She has experience in managing the work of consultants and experts on different types of assignments, and strong skills at managing inputs from sub-contractors in bidding and project work.
- ✓ She has worked on numerous assignments in the information and communication sector where she was able to advice on best practices and channels for communicating with internal and external stakeholders.

CONSULTANT [redacted] **Cat. III**

Summary profile

[redacted] is a Consultant at Coffey's Evaluation & Research Practice. Prior to joining Coffey, she worked for the European Commission in the field of institutional coordination and external policies. In the framework of her Marie Curie PhD (2010-13), she gained significant experience in conducting desk-based research, coordinating fieldwork and interviews, qualitative analysis and delivering presentations to various audiences. She holds a Master's degree in Public Administration from Sciences Po Strasbourg, an MA in EU international relations and diplomacy from the College of Europe, Bruges and a PhD in EU studies from Maastricht University.

Role and tasks assigned

She will be mainly responsible for conducting the desk-research and implementing the fieldwork envisaged for this evaluation.

The ***specific tasks*** assigned to this role include: implementation of interviews and online consultations; write up of findings from data collection; identification of conclusions and recommendations; contribution to the development of the evaluation deliverables; and participation in regular team meetings. She will also be available for participating in meetings with the client.

Key capabilities against role and tasks assigned

- ✓ She has extensive experience of EU's external policies and communication activities, with an academic background in EU foreign policy and external relations, she has trained high level officials for the rotating presidency of the EU whilst working at the College of Europe.
- ✓ She has worked on numerous assignments involving social research methods and evaluation techniques

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JUNIOR CONSULTANT	Cat. IV

Summary profile

joined Coffey in March 2014 as a Junior Consultant and since then he has been applying various social research methods to evaluations for the Commission and the British Department for International Development. His previous academic background includes economics, media studies and environmental sciences.

Role and tasks assigned

will be mainly responsible for assisting with the implementation fieldwork.

The ***specific tasks*** assigned to this role include: desk-based research, interviews with stakeholders, follow-up on survey implementation, initial analysis of survey data; contribution to deliverables; and development of meeting notes.

Key capabilities against role and tasks assigned

- ✓ has participated in a range of demanding projects since his start at Coffey giving him exposure to a variety of challenging evaluation methodologies. Much of his experience has involved qualitative fieldwork and analysis, often in the context of complex programme evaluations.
- ✓ Projects in which he has recently been involved include the evaluation of the European Year of Development for DG COMM, the evaluation of the EU beef labelling rules for DG AGRI, and the evaluation of the European Commission traineeship scheme for DG EAC.

ON-SITE COORDINATOR	Cat. III

Summary profile

is a researcher in urban planning and design from Milan. She completed her university degrees in the UK and has worked in a number of design practices since graduation in 2003. For the past few years she has held research positions with University College London, taught undergraduates and postgraduates and contributed to consultancy projects including the Place Alliance, an evaluation of CABE, a survey analysis of local energy approaches, an impact case study as part of the UK's research excellence framework and a citizen survey in view of major investment under the Mayor's Outer London fund. In addition to her research work, she also runs a small food business (Parmesan & Pears).

Role and tasks assigned

will be Coffey's liaison in Milan and will support much of the organization of the data-collection at the Expo. She will coordinate with the EU's pavilion staff to facilitate a smooth cooperation and ensure that any practical aspects of the evaluation will be handled satisfactory. As she also has a social research background she will be tasked with some of the data collection.

The ***specific tasks*** assigned to this role include: active on-site monitoring and coordination of evaluation activities; technical problem solving; briefing of evaluation tasks to be carried out by volunteers; on-the-spot observations, and follow up of events.

Key capabilities against role and tasks assigned

- ✓ has a strong background in social research methods, evaluation techniques and project management. She has experience with documentary analysis, stakeholder interviews, transcription and analysis, tracking impacts, preparing reports and other outputs. Having experience as project manager she is well equipped to meet the requirements of role.
- ✓ During her professional experience, she has personally overseen, organised and coordinated several large scale events such as Bartlett Schools Centenary Exhibition and events hosted by University College London.
- ✓ Her multi-disciplinarian background matches well with the role of on-site coordinator, requiring a mix of different skills and problem solving.

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4.5 Quality management

This project will be managed by Coffey in accordance with its project management processes and based on international best practice. Coffey International Development is **ISO9001 registered**. This means that we have documented policies and procedures covering all aspects of assignment management and delivery including those covering codes of conduct and business integrity. Our policies and procedures are audited annually to ensure compliance with these standards. A core component of these policies is the appointment of a senior member of staff to supervise each assignment and ensure that it is carried out in accordance with our quality policies.

For this assignment, will assume the role of **Quality Assuror** and will be available to the commission/JRC for any matters concerning the overall implementation of the project.

4.5.1 Quality plan for the assignment

The quality plan for the present assignment spans over managerial, procedural, operational and methodological aspects. Its key features are as follows:

- The nominated Coffey and sub-contractor personnel will be required to **apply and adhere** to the quality assurance policies and processes, which are described in the technical tender under the Framework Contract on the provision of services in the field of evaluation of communication activities. Lot 1: Evaluation of communication activities (PO/2012-3/A3-LOT 1).
- All personnel will be supplied a full copy of the quality policies and processes at the outset of the assignment and **briefed by the Project Manager** to ensure understanding and compliance.
- The contract for the sub-contractor ( ) will contain **specific clauses** that will enable Coffey to enforce these measures and take appropriate disciplinary action and financial penalties in the event that any of these are breached.
- All Coffey and sub-contractor personnel will be required to produce **timesheets and statements of project related expenditure**, supported by appropriate evidence and documentation, these being signed off by the Project Manager before acceptance (and submission of subsequent invoices to the Commission).

In terms of **roles and responsibilities** for quality assurance, will be responsible for quality oversight of the project and outputs (deliverables). It is worth noting that is a native English speaker and will be in charge of performing the language quality checks of all deliverables before submission to the Commission.

The Project Manager, will be responsible for operational quality control. He will be assisted in this role by the most senior expert of the project team, and have significant experience in undertaking evaluations for the Commission. Further information on their backgrounds can be found in section 4.4.

The table below sets our **quality measures** for each stage of the evaluation.

Figure 7: Quality measures for each stage of the evaluation

Delivery phase	Quality measures

Inception	It will be the Project Manager's responsibility to check that:
	• The team has a good understanding of the evaluation's requirements and methodology
	• The development of the data collection tools is progressing as expected and to the highest quality standard
	• The **inception report**:
	  ○ complies with requirements described in the TOR;
	  ○ is reviewed by the Quality Assuror before submission; and
	  ○ is submitted to the EC according to the agreed timeline and highest quality standard

Interim	It will be the Project Manager's responsibility to check that: • Secondary sources are documented appropriately, in order to allow for an assessment of

Delivery phase	Quality measures

	the reliability and adequacy of the information
	• Quality checks are made through 'listening in' to telephone/face-to-face interviews[17]
	• Web-based survey questionnaire and COSMOS administered surveys, interview guides and observation guides are tested before the start of actual fieldwork
	• Analytical procedures, methods, calculations, tools and techniques are documented
	• Findings are based on a systematic review of valid and reliable evidence
	• The **interim report:**
	  ○ is reviewed by the Quality Assuror before submission; and
	  ○ is submitted to the EC according to the agreed timeline and highest quality standard

Final	It will be the Project Manager's responsibility to check that:
	• Conclusions reached are explicitly justified and based on evidence generated in the analysis
	• Recommendations are realistic and checked for feasibility to ensure they can be implemented and result in improvements
	• The **draft final and final report**:
	  ○ complies with requirements specified in the TOR
	  ○ is reviewed by the Quality Assuror before submission; and
	  ○ is submitted to the EC according to the agreed timeline and to highest quality standard

These internal checks by the Project Manager will be complemented by a set of **external quality checks**. At critical points in the assignment, the Quality Assuror will, for example, review our work and provide valuable input. We also intend to engage in an on-going dialogue with the steering committee (JRC), structured around the evaluation deliverables, i.e. the inception report, the interim report, the final report and the oral presentations. To ensure a high quality and a strong partnership, the steering committee will be given the opportunity to review all deliverables and to suggest necessary amendments to the Project Manager.

4.5.2 Risk management of the assignment

We have drawn upon our experience of conducting evaluations for the Commission to identify the main risks to the current study. In view of the identified risks, we have developed a number of strategies that we will use to minimise the probability of these risks occurring and, if they do, to manage and minimise their impact upon the evaluation.

In the examples below we present primary (or systemic) risks to the evaluation, their potential impact upon the evaluation and our approach to their mitigation. This is followed by a detailed risk matrix and mitigation plan at task level. This system is supported by our strong management structure and effective coordination.

Risks related to the design and implementation of evaluation methods

The credibility of the evaluation is dependent upon the quality of the data to be collected. Through our experience of providing evaluation services, we know that secondary data[18] is sometimes difficult to obtain or varies considerably in terms of both quality and completeness. Moreover, the quality and completeness of primary data may also suffer from this if the data collection methods are not implemented appropriately and on timely manner.

In view of these risks, we will ensure that the evaluation design foresees the following measures:

- To ask the steering committee for available secondary data as early as possible in the evaluation in order to provide it with enough time to collect it and send it in an appropriate format.
- To meet with the steering committee face-to-face (which we have found to be far more effective than remote communications) to discuss the evaluation, the objectives and to ensure our data requirements from the Commission and contractors are appropriate and can be met.

[17] The Project Manager will ensure that the Senior Consultant listen to at least one interview carried out by Consultants in order to ensure that the interview guide is being used appropriately and that the necessary qualitative data is being collected. The Senior Consultant will feed-back to the Project Manager and Consultants in terms of things that are working well or could be improved for the next interviews.

[18] By secondary data we refer to any data collected by third parties (e.g. the Commission, external contractors, etc.) and provided to us in the framework of this evaluation. Primary data, by contrast, will be collected by us through the implementation of different methods

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- The Project Manager and Senior Consultant to provide technical guidance to junior members on efficient and effective methods for implementing the data collection methods (e.g. surveys, interview guide, observations, etc.). They will also take additional measures such as 'listening in' to a sample of face-to-face/telephone interviews carried out by the junior members.
- The Project Manager and Senior Consultant to hold a weekly team meeting in order to assess the quality of the data that is being collected and anticipate any gaps or problems with the data.
- The Project Manager (in consultation with the Quality Assessor) to ensure that the evaluation approach and data collection strategy are appropriate to answer the evaluation questions.

Risks related to meeting timing and budgetary requirements

For minimising and managing the risks related to time and budget management, and for achieving the envisaged results, we propose the following strategies:

- **Time management:** The Project Manager will plan all evaluation activities in advance and will keep all team members updated in terms of who is doing what, how and when. He will also secure a number of days in the work plan for delays, unforeseen events, illnesses and so on. The inception report will incorporate a detailed time plan. The Project Manager will track project progress on a weekly basis in order to ensure that all work steps are planned and executed, and that deliverables are drafted on time. If the Commission does not respond within agreed time limits we will draw this to the specific contract manager's attention, and request a contract amendment to accommodate the delay, if necessary.
- **Budget management:** We understand and accept that the contract for this assignment will be signed for a fixed price. It is our responsibility to ensure that we deliver the expected results within this budget. It is also our responsibility to draft the current proposal with sufficient attention to budgeting to ensure that the Commission receives a proposal with an adequate budget. We have immense experience in scoping, budgeting and carrying out different kinds of evaluation for the Commission - and we drew on this experience to prepare the proposed budget (see Financial Proposal). If we find that we have underestimated the work required for a particular task, we commit to delivering the final product as required - and to accepting the budgetary shortfall ourselves. If, on the other hand, it turns out during the project that we encounter new or unforeseen factors that make additional work necessary, or that the Commission requests additional services which are seen to enhance the quality of the project; we reserve the right to request additional duly justified funds from the Commission.
- **Results not achieved:** This could occur, for example through inadequate responses to surveys, or due to the unavailability of data (conceivably caused by interviewees' unwillingness to share insights or data, or to problems in data collection). In such a case we will bring the problem to the Commission's attention, and propose an appropriate strategy. This could occasion a reworking of the work programme to follow an alternative approach. The alternative approach could include, an additional number of interviews, extension of the time the survey remains online, etc.
- **Clients' expectations not met:** It may be the case that the Commission has a different set of expectations than the evaluation team. This should be avoided through a clear, agreed written definition of the objectives, scope and work plan - including a description of the content of the final deliverables. These will be presented to the Commission in the inception report and will take into account the discussions at the kick-off meeting. If differences in expectations nevertheless arise during the delivery of the evaluation, we urge the Commission to voice the problem as early as possible. We will then seek to adjust the project in order to address the difference. If necessary, we can change/expand the composition of the team, to strengthen a perceived area of weakness, or invest more time in a particular area of work.

4.5.3 Operational risks of the evaluation

Beyond these systemic risks, we have identified some operational risks and assessed the likelihood and impact on the implementation of the current evaluation. Each risk is 'scored' to highlight the severity and appropriate contingency plans were identified in each case.

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Figure 8: Operational risks

Risk	Assessment	Contingency plan
Data about the operation of the EU pavilion may be incomplete or not suitable (e.g. financial data, technical and managerial reports, counter of visitors)	**Likelihood**: Unknown **Impact:** This would pose a problem for the adequate assessment of the intervention as this is much based on secondary data to be provided by the Expo Task Force	**Countermeasure**: Request data early and examine the quality of what is available **Contingency:** Discuss with steering committee the impact of having limited data, and review the project design accordingly
Low response rate / lack of co-operation from identified interviewees	**Likelihood:** Low/Medium **Impact**: This would pose a problem for our ability to canvass a range of opinion with regard to the EU's presence at the Expo.	**Countermeasures**: • Brief and well-designed interview guide • Contacting interviewees early in the evaluation • Offering various options of dates and times for interviews **Contingency plan**: • Further reminders/'chasing' of interviewees • Expand the sample of interviewees
Low response rate from survey respondents (or incomplete answers)	**Likelihood:** Medium/High **Impact**: This would pose a problem for us to generate a complete and representative picture of the views of visitors with regard the EU pavilion and other related events	**Countermeasures**: • Brief and well-designed questionnaire • Two survey approaches used: web-based and on-site survey • Pilot survey to test approach • Real-time monitoring of survey responses through COSMOS allows for quick changes • Reminder survey sent every two weeks **Contingency plan**: • Further reminders/'chasing' of non-responders (although need to bear in mind the relatively tight timetable) • Increased use of on-site surveys through sub-contractor and / or volunteers
Survey findings (especially on-site surveys carried out by volunteers) subject to sampling bias	**Likelihood:** Low/Medium **Impact:** Increased potential for findings to be subject to bias	**Countermeasures:** • Clear briefing of what is expected in terms of random sampling from the volunteers **Contingency plan:** • On-site coordinator contact in Milan to instruct and assist volunteers in data collection

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Risk	Assessment	Contingency plan
Lack of volunteers due to recruitment issues or understaffing	**Likelihood:** Low **Impact:** Would have consequences for the data collection efforts.	**Countermeasures:** • Preliminary research shows that there are more applicants than volunteering positions • Contacts to be taken at an early stage with Ciessevi to get an understanding of the volunteering situation **Contingency plan:** • On-site coordinator will be available for data collection if needed
Technical or practical difficulties in implementing COSMOS software for data collection use	**Likelihood:** Low/Medium **Impact:** This would pose a problem for us to generate a complete and representative picture of the views of visitors with regard the EU pavilion and other related events	**Countermeasures:** • In-house IT team available for support • Liaison contact point in Milan available for technical assistance and problem solving **Contingency plan:** • If, against all odds, the COSMOS data collection is not functional, we will focus efforts on the implementation of the web-based survey (via the collection of email addresses)
Slippage in timetable	**Likelihood:** Low/Medium **Impact:** Deliverables delayed	**Countermeasures:** • Agree detailed timetable with steering committee at start of project • Identify key internal dates for approvals • Internal project management system **Contingencies:** • Build in 'slack' if possible • Review project requirements and resourcing • Agree to extend timetable, if possible

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ANNEX 1: Evaluation Questions Matrix

The EQM presented below is the analytical framework of the evaluation. It presents the main evaluation questions, judgment criteria and indicators (as listed in the TOR) and proposes a set of research methods and sources to answer those questions. We have already suggested some changes and additional judgment criteria which are marked in *italics*.

EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
Communication and perception of the EU			
1.1 To what extent has the EU pavilion been successful in attracting numerous visitors with diverse profiles?	• Nr of visitors corresponds to target capacity of 70% of EU pavilion capacity (estimated 1,000,000 visitors) • Heterogeneity of visitors profile with focus on families and youngsters • Nr of visitors and diversity of visitor profiles correspond to the avg. mix of visitors at Expo and other 3 pavilions • Reasons why visitors came to EU pavilion (by chance, by suggestion, by curiosity, etc.) • Visitors stopped at the post-show	Desk research	• Visitor data published by Expo S.p.A. • Automatic counter of visitors at EU pavilion • Published statistics by (3) other pavilions and organisers
		Online consultations (on-site or web-based)	• Visitors to EU pavilion
1.2 To what extent was the pavilion appreciated by the visitors?	• Visitors enjoyed the overall experience • Visitors appreciated the theme of the EU pavilion and focus on bread and wheat • Visitors liked the two characters Alex and Sylvia • *Appreciation of EU pavilion personnel of visitors experiences*	Desk research	• Data from special equipment at exit (screen w/smileys)
		Online consultations (on-site or web-based)	• Visitors to EU pavilion • EU pavilion personnel
1.3 Did the visitors appreciate the design, décor, special effects in the EU pavilion?	• *EU pavilion was installed and worked as planned* • *Visitors appreciated the following elements of the EU pavilion:* large screen at the entrance; exterior and interior design; exterior and interior lines; pre-show; show movie; show special effects; post-show; and merchandise shop • *Appreciation of EU pavilion personnel of visitors experiences*	Online consultations (on-site or web-based)	• Visitors to EU pavilion • Buyers at the EU pavilion shop • EU pavilion personnel
		In-depth interviews	• Expo Task Force (JRC) • Main contractor (MCI)
		Observations	• Installation, flow of visitors, visitors reactions, etc.

EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
1.4 To what extent were the show and the post-show successful in communicating clear messages on the EU?	• Visitors enjoyed content and form of the show and the post-show • Attitude of visitors after the visit is somehow more positive towards the EU • Visitors identified themselves with the messages conveyed by the protagonists • *Visitors feel better informed with regard to food policy issues and agriculture and science* • Visitors have changed their perception/are ready to change their behaviour with regard to food policy issues and agriculture and science • *Appreciation of EU pavilion personnel of visitors experiences*	Online consultations (on-site or web-based)	• Visitors to EU pavilion • EU pavilion personnel
		In-depth interviews	• Main contractor (MCI)
		Observations	• Development of show and post-show, visitors reactions
1.5 To what extent was the Europe Day successful?	• High nr of participants in the events at the site • *Visitors appreciated* the large parade on site (tbc) • High nr of visitors at evening concert • Presence of authorities (Presidents, Deputy Presidents and Directors of the EU Institutions)	Desk research	• Data by protocol/PR team in terms of presence of authorities • Visitor data published by Expo S.p.A for that day. • Automatic counter of visitors at EU pavilion that day • Published statistics by other pavilions and organisers for that day • Monitoring data by RAI
		Online consultations (on-site or web-based)	• Visitors to EU pavilion
		In-depth interviews	• Expo Task Force (protocol function)
		Observations	• Development of Europe day events, visitors reactions
1.6 To what extent were website, social media and traditional media efficient in reaching the visitors of World Expo 2015 and those who cannot attend World Expo 2015?	• High presence on traditional media • Social media performance (projection vs. real data), incl. Facebook, Twitter and Instagram • Website visits (projection vs. real data)	Desk research	• Monitoring data to be provided by DG COMM (coming from diff. sources such as 'My News' tool, Webanalytics, Engagor, Marco Ricorda, A5)
		Online consultations (on-site or web-based)	• Visitors to EU pavilion

EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
	• At least one new news items per day on the website during Expo • Updated high quality information on the website with optimised interface	In-depth interviews	• Expo Task Force (press officer & community manager)
1.7 Which was the success of the merchandising (pavilion shop and online- tbc)?	• High nr of shop visitors • High nr of items sold • Appreciation from the buyers • High nr of online sales (tbc) • Appreciation from online buyers (tbc) • *Appreciation of EU pavilion personnel of buyers experiences*	Desk research	• Sales data from gadget company • Monitoring data of shop visitors
		Online consultations (on-site or web-based)	• Buyers (and non-buyers) at the EU pavilion shop (and online shop-tbc) • EU pavilion personnel
1.8 How efficient was the protocol function?	• High nr of VIPs (Ministers, Commissioners, MEPs, stakeholders etc.) visits at the EU pavilion • Use of pavilion VIP area • Appreciation of VIPs • High nr of bilateral meetings	Desk research	• Monitoring of VIPs number and satisfaction • Monitoring of bilateral meetings
		In-depth interviews	• Expo Task Force (protocol function) • VIPs who visited the EU pavilion
		Observations	• Use of pavilion VIP area, flow of VIPs, VIPs reactions
1.9 To what extent has the organisational set-up of the pavilion been successful also compared to other European Country Pavilions (at least 3)?	• Optimized personnel organisation • Technical functioning of devices (visitor experience, show and post-show etc.) • Satisfaction of the personnel • Satisfaction of technical staff • Efficient management approach • Catering and bar • Efficient contractors (MCI and event logistics contractor) • Capacity in the management of complexities of all involved actors	Desk research	• Monitoring of the personnel planning • Monitoring of technical functioning
		Online consultations (on-site or web-based)	• Visitors to EU pavilion • EU pavilion personnel and technical staff
		In-depth interviews	• Expo Task Force • Contractors (MCI and others) • Management function of EU pavilion and (3) European country pavilions
1.10 To what extent was the volunteer programme a success?	• *Projection vs. real data on nr of volunteers involved* • Satisfaction of volunteers • Diverse national profiles • Smooth functioning of programme	Desk research	• Volunteers statistics (data delivered by Ciessevi) • Volunteers questionnaires (delivered by Ciessevi)

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EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
		Observations	• Volunteers' work and interaction w/visitors, satisfaction w/volunteer programme
1.11 To what extent were the relations with the Member States a success?	• High nr of MS participating at the recipe card and landmarks initiative • High nr of synergies between the EU pavilion activities and the national days (tbc) • Opportunities from MS non participant in Expo	Desk research	• Data on nr MS participating at the recipe card and landmarks initiative
		In-depth interviews	• Expo Task Force • Senior staff of MS pavilions • Representatives of non-participant MS
1.12 To what extent was the relation between the costs, benefits and the added value of the EU pavilion a success if compared to three other MS pavilions?	• *Adequate* costs per visitor relation compared to 3 MS pavilions • Confirmation of the added value of the EU presence in the Expo (*definitions of added value provided in question 1.12 in the TOR*)	Desk research	• Cost per visitor data for EU pavilion and 3 MS pavilions
		Online consultations (on-site or web-based)	• Visitors to EU pavilion
		In-depth interviews	• Expo Task Force • Senior staff of MS pavilions • VIPs • Stakeholders at EU level (relevant DGs, EU institutions)
1.13 Have the EU Space Expo and Sylvia's lab been successful?	• Nr of visitors to collateral exhibitions • *Level of awareness of collateral exhibitions among visitors to the EU pavilion* • *Visitors appreciated collateral exhibitions* • *Level of media coverage of collateral exhibitions (on traditional and social media)*	Desk research	• Monitoring data on traditional and social media to be provided by DG COMM • Articles on press • Data from exhibition organisers
		Online consultations (on-site or web-based)	• Visitors to collateral exhibitions
		In-depth interviews	• Expo Task Force (collateral exhibitions organisers)
		Observations	• Installation, flow of visitors, visitors reactions, etc.

1.14 Compared with other EC communication programmes (e. g. Expo Hannover, EU Working for You) was the participation in Expo	• Communication impact vs. budget spent. *Impact to be measured in relation to:*
	  o *Final nr and profile of visitors*
	  o *General appreciations of the EU by*
		Desk research	• Results from the current evaluation
			• Evaluations from other EC communication programmes

EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
altogether a good investment for the EU?	*visitors/participants* ○ *Effects on visitors' perceptions and attitudes towards the EU* ○ *Policy impact generated* ○ *Impact in growth and job-related issues*	In-depth interviews	• World Expo Task Force • Stakeholders at EU level (relevant DGs, EU institutions)
Policy impact			
2. How efficient was the World Expo Task Force contribution to food policy in relation to the global debate? In particular in relation to the planned activities, as stated in the TOR.	• High quality contribution to the Final Declaration and Charter of Milan • Follow-ups at EU policy level (EP, Council, etc.) • At least 100 events related to food policy in the EU events programme • At least 25 scientific events in the EU events programme	Desk research	• Documents published by Expo Task Force and Steering Committee • Programme of EU food policy and scientific events/activities • EC communications and EU press releases • Online public consultation of stakeholders
	• Success of the mentioned events (regarding organisation and quality, user/participants satisfaction, EU pavilion reservation rate of ca.80% of EU pavilion venues)	In-depth interviews	• Expo Task Force • VIPs • Stakeholders at EU and international policy level
	• 500 participants at the online public consultation of stakeholders • Visitors were educated via conferences, workshops and other public events • *EU's participation in the Expo contributed to: (i) sustainable development goals (food and nutrition security) and (ii) Europe 2020 objectives (poverty reduction, climate/energy, research and development)* • Success of the advocacy of the role of the EU in feeding the planet • EU showed ability to leverage partners and induce change	Online consultations (on-site or web-based)	• Events participants

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EVALUATION QUESTION	JUDGMENT CRITERIA	METHODS	SOURCES
To what extent were B2B Third Country meetings successful? In particular regarding to *the activities listed in question 3 in the TOR.*	• Presence of a *Third Country and an EU high level representative at every B2B third Country meeting* • Ca.50 companies coming from the EU and 50 coming from Third Countries for the brokerage events • Diversity of company profiles in relation to the food policy topic with a good balance of sectors and regional aspects • *EU's participation in the Expo contributed to Europe 2020 objectives (poverty reduction, climate/energy, research and development)* • EU showed ability to leverage partners and induce change regarding growth and job • Follow-up on 7% of the agreements established between companies	Desk research	• Data to be provided by external company selected by DG GROW

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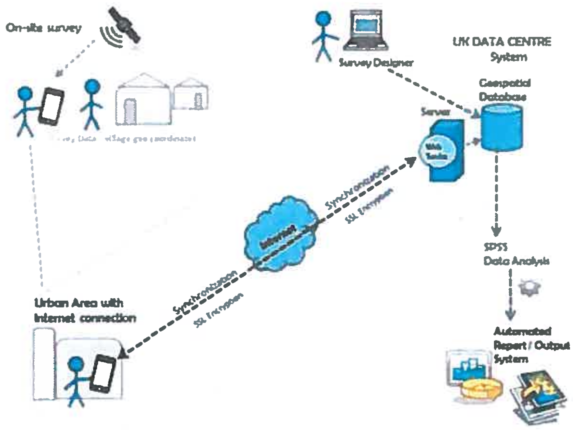
ANNEX 2: COSMOS system

Coffey has developed its own **mobile data collection system, COSMOS,** which allows us to design bespoke computer assisted surveys and interviews using smart phones. Our in-house technical team will work with the survey designers to adapt the surveys for use on smart phones and build in question routing, increasing accuracy and saving time for both volunteers and respondents.

For this purpose, mobile telephones will be available with computer assisted survey software to guide volunteers through the questionnaire, including questions routing. When they finish the questionnaire, GPS enabled phones will allow volunteers to upload data on the spot, which stamps it with a time, date, and location. The data are stored in a universal format and can be converted for use with any common statistical software package.

Figure: Illustration of how the data collection using COSMOS works



Using mobile telephones with the COSMOS software provides us with a number of advantages over standard interviewing and survey techniques including the following:

- **Time and cost savings** – using mobile data collection removes the time and costs involved in transporting paper surveys, returning them to a head office for data entry and being manually entered. It also removes the time lag associated with other research techniques allowing real-time access to the data.
- **Response rate** – by doing on-the-spot surveys we avoid some of the issues with online surveys such as low response rates. We can also monitor the progress and suggest changes to reach the desired amount of responses (such as increase enumerators or change of approach).
- **Monitoring of responses** – by real-time monitoring of responses received the evaluation team can adapt the questions if non-response rates are high for certain questions. Furthermore, the evaluators can steer the enumerators towards certain sub-groups if there is risk for underrepresentation.
- **Adaptability** - Specific event related questionnaires (such as for Europe Day or the Space Expo) can be easily be adapted as needed and changed at a moment's notice by uploading it remotely to enumerators. This makes it highly customisable, dynamic and allows for change of survey focus if needed. This can be especially useful when identifying gaps in respondent data or interesting issues that merit investigation.
- **Quality Control** – COSMOS is programmed to minimise human error, route automatically through complex question branches, and allow us to see the data in real-time to check for mistakes, view sample profiles and monitor non-response rates, i.e. "don't know" or "refused" responses. We can also cross-tabulate the data by enumerator to check for suspicious patterns or irregular interview lengths.
- **Spatial analysis and photography** – the GPS enabled tablets enable us to create 'heat maps' of the results. These are very useful when assessing the geographical range of for example visitors. It also allows

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us to see if surveys actually have been conducted in the designated areas. Our in-house IT team have previously deployed their expertise in evaluation programmes for DFID and AusAID in Afghanistan, developing web-portals with the ability to view bespoke GIS reports and other data analysis. COSMOS can also associate photos with a respondent data[19] and be used as support for semi-structured interviews. Where applicable this model will be applied to the evaluation and tailored to the specific needs.

Figure: Interface screenshot and data collection process

Data security

Our systems offer secure and synchronous data storage. Once connected to the internet the system synchronises captured data with a centralised database hosted in our data centre. Data transmission between mobile devices and the central UK database will take place over secure web services (SSL) to safeguard information transmission over the Internet through an encrypted communication channel. Once the transmitted data has been uploaded then it will be directly available to our project teams for checking and mapping, allowing data collection and use in near real time.

The appropriate standards required for data protection will be determined during the Inception Phase, but the general principles of security and anonymisation require that:

- All data will be stored securely in a manner proportionate to the type of project intervention, type of target groups and the volume of records involved as collation takes place;
- All identifiers (address, telephone and names) will be stored separately and linked by a project key. They will be archived and released for use only for data linkage that has been approved by the respondent and relevant ethical bodies, and for re-contact where permission has been given; and
- Project data will be stored securely in specified server locations with access restricted to named personnel through password-controlled access

[19] This has previously been used to create a more engaging narrative in project reports, enumerators working as 'citizen journalists' doing short interviews with respondents.

Annex 3: Detailed work plan

A detailed work plan presenting the level of effort by category of personnel, per phase and task is presented below.

Evaluation of the EU participation in Expo Milano 2015	Quality Assurance [redacted]	Project Manager [redacted]	Senior Consultant [redacted]	Consultants [redacted]	Junior Consultant [redacted]	
	PERSON DAYS					Total days
Phase 1: Inception phase						
1.1 Familiarisation						
Initial documentation review				1.00	1.00	2.00
Kick off meeting		1.00	1.00			2.00
Interviews with EC/JRC (3)		1.00		1.00		2.00
1.2 Finalise approach and methods						
Refine intervention logic model			1.00			1.00
Refine EQ matrix, evaluation approach, methods and timetable	1.00	1.00			1.00	3.00
Develop data collection tools			1.00		1.00	2.00
1.3 Inception Report						
Draft and submit inception report	1.00	1.00	1.00	1.00	1.00	5.00
Inception report meeting		1.00		1.00		2.00
Revised inception report and meeting minutes			1.00			1.00
Total	2.00	5.00	5.00	4.00	4.00	20.00

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Evaluation of the EU participation in Expo Milano 2015	Quality Assurance	Project Manager	Senior Consultant	Consultants	Junior Consultant	
	PERSON DAYS					Total days
Phase 2: Interim phase						
2.1 Desk-based research						
Desk review and analysis of secondary data	1.00	1.00	2.00	2.00	2.00	8.00
Comparative exercises			1.00	2.00	1.00	4.00
2.2 Online consultations (3)						
Refine sample and profile of respondents and questionnaires			1.00		1.00	2.00
Brief volunteers/events organisers				1.00		1.00
Pilot surveys					1.00	1.00
Send link to survey on weekly basis (and reminders)					3.00	3.00
Follow-up with volunteers/organisers					2.00	2.00
Collect responses, analysis and write up of findings			2.00	2.00	1.00	5.00
2.3 Stakeholder Interviews (30 interviews)						
Confirm sample of interviews and refine guide			1.00			1.00
Interviews w/Expo Task Force (press, protocol, steering commitee etc.) (5)		1.00		1.00		2.00
Interviews w/contractors (2)			1.00			1.00
Interviews w/EU pavilion management function (2)				1.00		1.00
Interviews w/VIPs (3)			1.00	1.00		2.00
Interviews w/senior staff of MS pavilions and non-participant MS (13)		1.00		2.00	1.00	4.00
Interviews w/stakeholders at EU and intl level (5)			1.00	1.00		2.00
Write-up findings		1.00	1.00	1.00		3.00
2.4 Observations						
Develop observation guide and on-the-spot questionnaires			1.00			1.00
Vist to EU pavilion, events and collateral exhibitions (2)				5.00		5.00
Write up of observations				2.00		2.00
2.5 Interim Report						
Draft and submit interim report	1.00	1.00	1.00	1.00	1.00	5.00
Interim report meeting		1.00		1.00		2.00
Revised interim report and meeting minutes			1.00			1.00
Total	**2.00**	**6.00**	**14.00**	**23.00**	**13.00**	**58.00**

Evaluation of the EU participation in Expo Milano 2015	Quality Assurance [redacted]	Project Manager [redacted]	Senior Consultant [redacted]	Consultants [redacted]	Junior Consultant [redacted]	
	PERSON DAYS					Total days
Phase 3: Final phase						
3.1. Final data analysis						
Mapping and aggregation of data and findings, and closing gaps		1.00	4.00	4.00	2.00	11.00
Triangulation, final analysis, and drafting of conclusions and recommendations		3.00	3.00	3.00		9.00
3.2. Draft Final and Final Reports						
Draft and submit draft final report	1.00	2.00	1.00	1.00	2.00	7.00
Meeting on the draft final report		1.00	1.00			2.00
Draft and submit final report	1.00	3.00	2.00			6.00
Total	**2.00**	**10.00**	**11.00**	**8.00**	**4.00**	**35.00**

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ANNEX 4: Europass CVs

The Europass CVs of all proposed team members are presented in the following order:

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5.
6.

PERSONAL INFORMATION

Sex | Date of birth | Nationality

WORK EXPERIENCE

01/2003 – To Date

Senior Consultant - Evaluation and Research

Coffey International Development Limited, 109 Baker Street, London W1U 6RP, United Kingdom

Until April 2009 when the company was sold to Coffey International Development Limited: The Evaluation Partnership Limited

- Evaluation consulting tasks including evaluation project management of internal and external teams, development and implementation of evaluation methodologies to achieve desired client solutions, carrying out field work, as required, in the UK, Europe and beyond (including in the US and Canada), detailed analysis and report writing.
- Specific focus on the assessment and monitoring of the information and communication strategies, policies and campaigns of the European Commission, involving close collaboration with communication agencies and experts.
- Led or made significant contribution to over 30 assignments for the European Commission

Please refer to Annex for information on involvement in projects to date

General Manager (2006 – 2007)

- TEP business development duties: assisting with the on-going development of business strategy to sustain and develop markets; establishing and managing new partnerships with other research organisations; marketing TEP services to new clients and relationship management; drafting and submitting tenders for numerous Framework Contracts and proposals, in response to requests for evaluation services.
- TEP operational duties: managing TEP's consultancy team in their assignments and contracts with a view to maximising effectiveness and quality of outputs. Ensuring engagements achieved as planned and according to deadlines and expectation. Responsible for staff allocation and time planning.
- Staff management duties: including recruitment and induction of new staff, devising and managing staff appraisal systems and performance review.

Business or sector International Consultancy (Evaluation and Research Practice)

1999 – 2002

Communication Officer

European Commission, Research Directorate General, Brussels, Belgium

- Project managed and coordinated the work of several external contractors for design and printing, audio-visual projects, media relations and event management leading to the successful launch of two international science prizes; the Archimedes Prize and the Descartes Prize. This involved drawing up and setting project specifications, according to budget, managing the quality of contractor outputs, approving progress reports and agreeing final deliverables.
- Developed new web portal to publicise the 2001 European Science Week, including developing portal concept, developing content and managing the work of graphic designers.
- Participated in the evaluation of several large-scale tenders for EC-funded contracts.
- Managed the production of over 30 publications required for applications to the EU 4th Framework Research Programme.
- Member of the DG Research information and communication officers group; set up to exchange information and good practice on communication actions managed by the Directorate General.

Business or sector The Research DG's mission is to devise and implement EU research policy

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1996-1999 **Detached National Expert**

European Commission, Research Directorate General, Brussels, Belgium

- Managed the peer-reviewed evaluation of research proposals in fields of socio-economic research at PhD and senior scientist level by teams of external experts. This involved managing expert selection, organization of peer-review evaluation meetings, management of information relating to proposals, answering queries from applicants.
- Represented the European Commission at a range of events in the EU Member States, including the presentation of EC research programmes and policies.
- Developed and managed systems to monitoring EC-funded research contracts in the Member States, including the identification and coordination of the approach and the integration and reporting of monitoring results.
- Chaired the quality assurance team within the fellowships unit, including coordinating the implementation of QA practices and progress chasing required outputs.
- Responsible for the design and drafting of new application forms and Guides for Proposers for more than 30,000 applicants from across the EU for grants under the 1996 – 2000 Training and Mobility of Researchers (TMR) Programme.
- Drafted and edited a brochure: Marie Curie Fellowships: Success Stories

Business or sector The Research DG's mission is to devise and implement EU research policy

1994 - 1996 **European Officer (1995 – 1996)**

The University of Sheffield, United Kingdom

- Represented the University in Brussels and made significant contribution to EU funding strategy
- Supported research funding applications from numerous departments across the University

Administrative Assistant, Special Projects Unit, Strategic Planning (1995)

- Assistant to the Head of Strategic Planning in the merger of the University with 12 nursing colleges; responsible for progress chasing the work of other staff members and contractors, liaison with lawyers and NHS Trusts during contract negotiations, and managing high profile ceremony to celebrate merger.
- Assistant to the Special Projects Unit responsible for trouble shooting and developing new and innovative projects.

Graduate Trainee, Regional Office (1994)

- Promoted the PLUS Scheme for student placements in business, industry and the voluntary and public sectors to students and employers. This involved interviewing students for potential placement opportunities, managing relationships with placement providers and developing client feedback systems, as well as drafting information and promotion materials.

Business or sector Research and Higher Education

1992-1993 **Lecturer**

English Department, University of Aix-en-Provence, France

- Devised British Culture course for 1st year students.
- Taught first and second year English language students
- Set and adjudicated exams and assisted in the language laboratory.

Business or sector Research and Higher Education

EDUCATION AND TRAINING

2008-2011 **Master of Business Administration**

Henley Business School, United Kingdom

- Strategy, Operations, Corporate Finance and Accounting, Knowledge Management, Leadership and Change, Global Business Environment, Marketing, Human Resources, Information Management, Entrepreneurship, Reputation and Relationships

1995-1996 **Chartered Institute Diploma in Marketing**

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United Kingdom Chartered Institute of Marketing

- Marketing Strategy, Marketing Planning

1995-1996 **Postgraduate Certificate in Marketing**

Sheffield Hallam University

- Marketing

1988-1992 **Bachelor Degree with Honours in French and German (2i)**

The University of Sheffield

- Language, Literature and Society

PERSONAL SKILLS

Mother tongue(s) English

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
French	C2	C2	C1	C1	B2
Dutch	B2	B2	B1	B1	A2
German	B2	B2	B1	B1	A2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Social skills and competences

An excellent team player skilled at facilitating the development of others through the team structure. Personable and approachable and an ability to communicate complex information to different types of audiences. Adaptable and flexible and used to work in different international and national environments (I have lived and worked in 5 countries).

Organisational / managerial skills

I have many years of experience of managing staff and projects (including as General Manager of The Evaluation Partnership) requiring a range of organisational skills including, planning my work and the work of others, and managing unforeseen situations to ensure that activities are completed on time and to a high standard.

Job-related skills

I am experienced at the design and implementation of qualitative and quantitative research using a range of research tools and the subsequent triangulation and analysis of data resulting from the research exercise.

Computer skills

Word, Excell, Powerpoint, Survey tools; Quantitative survey design; Design of qualitative data gathering tools; Design of analytical frameworks and tools

Driving licence

Full, clean cat. B

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ADDITIONAL INFORMATION

European Commission Engagement Experience

YEAR	PROJECT	CLIENT
2014 (on-going)	Evaluation of the effectiveness and efficiency of the European Centre for Disease Prevention and Control	European Centre for Disease Prevention and Control (ECDC)
	Evaluation of the Civil Society Dialogue process	EC, Directorate-General Trade
	Ex ante evaluation to design options to support local authorities to support the integration of Roma in 8 Member States	EC, Directorate-General for Justice
2013	Ex ante evaluation to design an EU consumer rights awareness-raising campaign	EC, Directorate- General for Justice
	Evaluation of animal health communications and recommendations for the future	EC, Directorate-General Health and Consumers
	Ex ante evaluation on communication actions to target international couples in the EU	EC, Directorate-General for Justice
2012	Evaluation of Communication Strategies, Plans and Campaigns for the ISA Programme/ Individual Actions	EC, Directorate-General Informatics
	Ex ante evaluation to design options for an awareness-raising campaign on violence against women	EC, Directorate General for Justice
2011	Evaluation of Preparatory Actions and special events in the field of Sport	EC, Directorate-General Education and Culture
2010	Study on the structuring effects of the European Research Area on the Social Sciences and Humanities	EC, Directorate-General Research
	Evaluation in preparation for a stakeholder communication campaign	EC, Directorate-General EuropeAid
2009	Evaluation of the Communication Plan on Energy Climate Change	EC, Directorate-General Communication
2008	Evaluation of the campaign to communicate about the introduction of the euro in the new Member States	EC, Directorate-General for Economic and Financial Affairs
	Evaluation and Review of Communication, Information and Visibility Actions in Humanitarian Aid	EC, Directorate-General Humanitarian Aid and Civil Protection
	Evaluation of the YOUTH Programme	EC, Directorate-General Education and Culture
	Evaluation of Science for Environment Policy News Alert Service	EC, Directorate-General Environment
	Evaluation tools and techniques	EC, Directorate-General Research
2007	Understanding science communication: a survey of EU researchers and journalists	EC, Directorate-General Research

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	Evaluation of the Internal Communications Policy of the European Commission	EC, Directorate-General Administration
	Evaluation of Europe Direct the Commission's public information service	EC, Directorate-General Communication
	Impact assessment of the EU-China Science and Technology Co-operation Agreement	EC, Directorate-General Research
	Study of risk assessment communications and their impact on scientific advice	EC, Directorate-General Research
2006	Evaluation of DG Research Communications	EC, Directorate-General Research
	Evaluation of the European Commission's Research Web Portal	EC, Directorate-General Research
	Evaluation of the IST Event	EC, Directorate-General Information Society
	Survey of potential users of the European Researchers Abroad link service (tool for EU researchers in the USA)	EC, Directorate-General Research
	Evaluation of the Newsletters of the EU Representations	EC, Directorate-General Communication
2005	Evaluation of the application of the new Lifts Directive in a sample of 7 EU15 countries	EC, Directorate-General Enterprise
	Evaluation of EU Centres in the US, Canada, Australia and New Zealand	EC, Directorate-General External Relations
	Readership survey of the I&C impact of the publication "Social Agenda"	EC, Directorate-General Employment
	Evaluation of 3 publications of the Directorate for Energy	EC, Directorate-General Research
	Evaluation of the methodology for the prioritisation of the missions of the Food and Veterinary Office to monitor national authority standards in food safety, animal health and welfare, and plant safety	EC, Directorate-General Health and Consumer Affairs
2004	Strategic evaluation of the European Science and Technology Week programme	EC, Directorate-General Research
	Evaluation of language training provided for the EU institutions	EC, Directorate-General Administration
	Evaluation of the Citizens Signpost Service	EC, Directorate-General Internal Market
	Impact assessment of the International Research and Technology Cooperation Programme – INCO	EC, Directorate-General Research
2003	Evaluation of European Food Labelling Legislation	EC, Directorate-General Health and Consumer Affairs
	Satisfaction survey of the European Commission Telephone Service	EC, Directorate-General Administration

	Evaluation of the participation of Women in the 5th Framework Programme	EC, Directorate-General Research
	Evaluation of the e-Commission and Quality Management in the European Commission	EC, Directorate-General Enterprise
	Evaluation of the e-Europe Standardisation Action Plan	EC, Directorate-General Enterprise

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PERSONAL INFORMATION

Sex | Date of birth | Nationality

WORK EXPERIENCE

From 06/2008 – on-going

Principal Consultant - Evaluation and Research

Coffey International Development Limited, 109 Baker Street, London W1U 6RP, United Kingdom

Until April 2009 when the company was sold to Coffey International Development Limited: The Evaluation Partnership Limited

- Responsible for leading and delivering evaluation assignments of the EU market
- Specialised social researcher experienced with range of quantitative and qualitative methods techniques
- Significant recent projects include evaluations of: EC's traineeship programme, Europe for Citizens programme, e-Customs implementation in the EU, EU Health programme, Strategy for Nutrition, Obesity and physical activity

See separate listing of evaluation related engagements (Annex A)

Business or sector International Consultancy (Evaluation and Research Practice)

From 03/2008 to 06/2008

Campaign assistant

Trade Justice Movement, Fairtrade Foundation, London, UK

- Coordination among members regarding the social effects of trade policy, joint action, finances and meetings; drafting policy briefs; organisation of mass mailings; maintenance of website; conference organisation

Business or sector Political Consultancy/ Public Opinion Research

From 05/2007 to 10/2007 (full time)
From 10/2007 to 03/2008 (part time)

Researcher and campaigner

Friends of the Earth Europe, Brussels, Belgium

- Author of publication on European legislation on unfair commercial practices and misleading environmental claims; coordination and synthesis of research done by national members; conference and workshop organisation; participation in advocacy meetings with European institutions; drafting of legal complaints.

Business or sector Environmental non-governmental organisation

From 10/2007 to 02/2008

Trainee (Blue Book)

European Commission, DG Employment and Social Affairs, Restructuring Unit

- Organisation of conference on climate change and corporate restructuring; research on corporate social responsibility; drafting calls for tender for studies; meeting participation.

Business or sector Public sector

From 03/2006 to 04/2007

Interim coordinator

European Coalition for Corporate Justice, Brussels, Belgium

- Lobbying the European institutions, representing the organisation externally and coordinating action among members

Business or sector Environmental non-governmental organisation

EDUCATION AND TRAINING

2013 – on-going

Master in Social Research

Birkbeck College, University of London, London, United Kingdom

- Quantitative and qualitative social research methods

2006 – 2007

Master in European Union Studies (1/16 with High Distinction)

Institut d'Etudes européennes, Université Libre de Bruxelles, Brussels, Belgium

- European law, economics, politics, history, development policy and international relations

09/2003 – 06/2004

Bachelor's in political science

Institut d'Etudes politiques, Strasbourg, France

- European politics, economics, international relations

09/2001 – 06/2003

Study in political science and economics

Georgetown University, Washinton, DC, United States

- Macro- and micro-economic theory, European security issues, French

PERSONAL SKILLS

Mother tongue(s) English

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
French	C2	C2	C2	C2	C2
Swedish	C1	C1	C1	C1	C1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Technical skills and competences

- In-depth knowledge of policy analysis, evaluation and impact assessment approaches and methods
- Acquired through project experience (see annex) as well as training, seminars and conferences
- Member of European Evaluation Society
- Relevant training includes:
  - Qualitative data analysis (SRA, 2012)
  - In depth interviewing (University of Essex, 2012)
- Recent presentations include:
  - The challenges of evaluating EU programmes, European Evaluation Society biannual conference, Helsinki, October 2012
  - The monitoring and evaluation of security and justice interventions, University of Birmingham, September 2012

Organisational / managerial skills

- Project management and meeting / conference moderation; conflict analysis and first aid learned through the British government's hostile environment awareness training

Computer skills

- Advanced computer literacy: SPSS (Statistical Package for Social Studies) expertise, presentation skills, E-mail and Internet, MS Windows 2003 - Word, Excel, PowerPoint

ANNEX A: EVALUATION ENGAGEMENT EXPERIENCE

End year	Project	Client	Role
Ongoing	Ex-post evaluation on establishing Community financial measures for the implementation of the Common Fisheries Policy 2007-2013	DG Maritime affairs and Fisheries	Project Director
	Evaluation of the EU beef labelling regulations	DG Agriculture	Project Director
	Ex-post evaluation of the EU Health programme	DG Health and Consumers	Sub-team leader
	Evaluation of the Europe for Citizens Programme	DG Communication	Project Director
	Evaluation of the European Year of Development	DG Development and Cooperation	Sub-team leader
	Evaluation manager of the Girls' Education Challenge Fund	British Department for International Development	Senior expert
2015	Evaluation of the implementation of e-Customs	DG Taxation and Customs Union	Project Director
2014	Evaluation of the European Commission's traineeship programme	DG Education and Culture	Project Director
	Final evaluation of the Customs 2013 programme	DG Taxation and Customs Union	Project Director
	Evaluation of the EC's contractual relationship with Euronews	DG COMM	Sub-team leader
2013	Evaluation of communication actions on animal health	DG Health and Consumer Affairs	Methodology development and quality assurance
	Ex-ante evaluation of communication activities on consumer rights	DG Justice	Project Manager
	Evaluation of the Strategy for Europe on Nutrition, Obesity and Physical Activity-related health issues	DG Health and Consumers	Deputy Team Leader
	Retrospective evaluation of scrapping and temporary cessation measures in the European Fisheries Fund	DG Maritime Affairs and Fisheries	Sub-team Leader
	Evaluation of the Euraxess Project 2008-2012	DG Research	Project Manager
2012	Results management of the programme of Strategic Support to the Afghan Ministry of Interior	British Department for International Development	Methodology development and quality assurance
	Study supporting an Impact Assessment for a Commission proposal in the field of health-enhancing physical activity	DG Education and Culture	Project Manager
	Evaluation of the Gender Pay Gap Communication Campaign	DG Justice	Project Manager
2011	Evaluation of Preparatory Actions and special events in the field of sport and Impact assessment to support the preparation and formulation of a future EU sport programme (2014–2020)	DG Education and Culture	Senior Expert
	Mid-term evaluation of the Customs 2013 programme	DG Taxation and Customs Union	Consultant
2010	Feasibility study for the pilot project "ERASMUS for journalists"	DG Information Society and Media	Consultant
	Study on Social Impact Assessment as a tool for mainstreaming SPSI concerns in the EU Member States	DG Employment and Social Affairs	Consultant

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End year	Project	Client	Role
	Evaluation of the e-shopping video clip	DG Health and Consumers	Project Manager
	Pre-research for a communication campaign for the European Consumer Centre Network	DG Health and Consumers	Project Manager
	Interim evaluation on establishing Community financial measures for the implementation of the Common Fisheries Policy 2007-2013	DG Maritime Affairs and Fisheries	Consultant
2009	Evaluation of the Climate-Energy Communication Plan	DG Communication	Project Manager
	Feasibility study on a network for non-EU researchers in Europe	DG Research	Consultant
	Evaluation of the Science for Environment Policy information service	DG Environment	Consultant
	Feasibility study on a network of EU researchers in third countries	DG Research	Consultant
2008	Evaluation of the public diplomacy programme	DG External Relations	Consultant

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PERSONAL INFORMATION

Sex Date of birth | Nationality

WORK EXPERIENCE

From 04/2005 – on-going

Senior Consultant - Evaluation and Research

Coffey International Development Limited, 109 Baker Street, London W1U 6RP, United Kingdom

Until April 2009 when the company was sold to Coffey International Development Limited: The Evaluation Partnership Limited

- Carrying out evaluation and consultancy work on several evaluation assignments, mainly for the European Commission;
- The role includes interaction with the client and parties involved with the project; gathering qualitative and quantitative information and analysing evaluation information; documenting the findings; drawing conclusions and making recommendations; writing up of reports and proposals.
- The role also includes a heavy focus on bidding work for the European Commission and other parties.

See separate listing of evaluation related engagements (Annex A)

Business or sector International Consultancy (Evaluation and Research Practice)

From 04/1998 to 03/2005

Project Director

Felipe Noguera Consultores, Buenos Aires, Argentina

- As a Project Director, participated in over 20 political campaigns throughout Latin America (Argentina, Colombia, El Salvador, Guatemala, Honduras, Nicaragua), in presidential and local levels, integrating into the overall strategy technologies such as strategic development, campaign organisation, public opinion research and message development.
- Worked in a series of government and institutional communications projects, in charge of the design, follow-up and analysis of quantitative and qualitative research, auditing and communication strategies.
- Responsible for the organisation of annual training seminars on political communication.

See separate listing of political consultancy related engagements (Annex B)

Business or sector Political Consultancy/ Public Opinion Research

From 10/1997 to 03/1998

Junior Analyst

Accenture, Buenos Aires, Argentina

- As a Junior Analyst Andrea participated in the Change Management Team, in projects of organisational change in the telecommunications industry in Argentina.

Business or sector Management consultancy

From 03/1997 to 10/1997

HR and Internal Communications Analyst

Marketing Entrepreneur, Buenos Aires, Argentina

- Responsible for the design, implementation and communication of an employee satisfaction series of surveys

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Business or sector Marketing consultancy

From 12/1995 to 01/1997

HR Junior Analyst

Burns Philp Group of Companies, Buenos Aires, Argentina

- Assisted the employment and training & development areas

Business or sector Industrial Holding operating in the Food Sector

EDUCATION AND TRAINING

1998 - 1999

Master in Public Opinion Analysis

Instituto de Altos Estudios Universitarios (IDAES), Universidad Nacional Gral. San Martin, Buenos Aires, Argentina

- Public Opinion Theory and Analysis, Public Opinion Polls, Statistics

1992 - 1995

BA (Hons) in Political Science

Universidad de San Andrés, Buenos Aires, Argentina

- Political Science, International Relations, Political Theory, Political Communications

PERSONAL SKILLS

Mother tongue(s) Spanish

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
French	A2	A2	A2	A2	A2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Excellent written and oral communication skills, I have been a speaker in numerous courses and seminars and have a series of articles and book chapters published.
- Active member of associations, e.g. Latin American Association of Political Consultants (ALACOP).
- Former VP of the Administration Council of the Center for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC), assisting with the communications strategy of public policies.
- Experience of working effectively in international, multi-cultural and multi-disciplinary teams.

Organisational / managerial skills

- Project management skills: I have experience in managing the work of consultants and experts on different types of assignments. I have also strong skills at managing inputs from partners and subcontractors in bidding work.

Job-related skills

- Experience in the development and application of evaluation methodologies to assess the impact of programmes and activities.
- Expertise in the fields of public opinion research, information and communication strategy, and political consultancy.

Computer skills

- Advanced computer literacy: SPSS (Statistical Package for Social Studies) expertise, presentation skills, E-mail and Internet, MS Windows 2003 - Word, Excel, PowerPoint

ADDITIONAL INFORMATION

Published articles and book chapters

- *Public opinion polls, media and politics in the Argentinean democracy: 1983-2003*, in Challenging democracies – campaign anthology, ALACOP 2005, La Crujía, April 2005
- *Salvadorean politics, the day after the election*, www.cadal.org (April 2004)
- *Salvadorean officialism faces the challenge of permanency*, www.cadal.org, Mar 2004
- *Elections in Guatemala: all against the FRG*, www.cadal.org , August 2003
- *Adío Kerida, or the search for identity*, in Revista Debate, June 2003
- *Presidential elections in Nicaragua: sandinism sees frustrated its possibilities for the third time*, in Revista Ten Digital (November 2001).
- *Presidential elections in Nicaragua: ¿does sandinism have any chances?*, Tres Puntos, October 2001
- *Anti-globalisation movements: from Seattle to Génova*, Revista Tres Puntos, July 2001
- *Elections in Great Britain: predictable results, uncertain future*, Ten Digital, July 2001
- *Democracy.com*, co-written with Cecilia Cordeiro, in A quien votar, December 2000

Professional training

Attended the following programmes, conferences and training courses:

- *Fifth Annual Meeting of the Impact Evaluation Network (IEN), Argentina, 2011*
- *Impact Evaluation Conference. Mind the Gap: from Evidence to Policy, 3ie. Cuernavaca, México, 2011*
- *IX ALACOP annual meeting, Sao Paulo, 2004*
- *VIII ALACOP annual meeting, Miami, 2003;*
- *Annual International Association of Political Consultants Meeting, Río de Janeiro, 2002;*
- *VII ALACOP annual meeting, Buenos Aires, 2002;*
- *Elections in the UK- FURP-British Council Program, London- Leeds, 2001;*
- *Graduate School of Political Mgmt Campaigns Seminar, Washington, 2001;*
- *Annual IAPC Meeting, Washington, 2000;*
- *V ALACOP annual meeting, Miami, 2000;*
- *The Management of a Political Campaign, Florida International Univ, 2000;*
- *Campaigns & Elections annual seminar, Washington, 2000;*
- *IV ALACOP annual meeting, Lima, 1999;*

Speaker in the following courses and seminars:

- *XIII FNC annual seminar- The New Politics, Buenos Aires, 2002*
- *Campaigns & Elections annual seminar, Washington, 2001;*
- *XII FNC annual seminar- The Permanent Campaign II, Bs As, 2001.*
- *Centro interamericano de gerencia politica - Successful Local Campaigns, Miami, 2000;*
- *XI FNC annual seminar- The Permanent Campaign, Buenos Aires, 2000;*

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Other activities and memberships

- Former member of the Latin American Association of Political Consultants (ALACOP).
- Editor of the book *Challenging democracies – campaign anthology*, ALACOP 2005, La Crujía Ediciones, (April 2005)
- Former VP of the Administration Council of the Center for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC).
- Participated as co-screenwriter in the documentary Not a single one, on the Argentine political and social crisis of 2001, University of California, January-February 2002
- Film critic school of El Amante magazine, Argentina, March to November 2002;
- Film critic in the web site www.subjetiva.com.ar, March 2002 to June 2003.
- Production team and co-presenter of the TV programme El Principe, 1997 – 1998

ANNEXES

ANNEX A: EVALUATION ENGAGEMENT EXPERIENCE

Year	Project	Client
2014	Ex ante evaluation of activities on Roma integration at local level in eight national contexts	European Commission (EC), DG Justice
	Evaluation of DG Trade's Civil Society Dialogue	EC, DG Trade
2013	Evaluation study on good practices in EU Regional Policy communication 2007-2013 and beyond	EC, DG Regional Policy
	Evaluation of communication activities on animal health	EC, DG Health and Consumers
	Ex-ante evaluation of distribution channels and communication tools to reach international couples	EC, DG Justice
	Ex-ante evaluation of communication activities on consumer rights	EC, DG Justice
	Evaluation of the implementation of the Strategy for Europe on Nutrition, Overweight and Obesity related Health issues	EC, DG Health and Consumers
2012	Second evaluation of the Health-EU Thematic Portal	EC, DG Health and Consumers
	GPAF/PPA – Evaluation of the Global Poverty Action Fund and Poverty Partnership Agreements	UK, DFID
	Study among women who have participated in Vital Voices Argentina's Businesswomen's Network (BWN)	Vital Voices Global Partnership
	Evaluation of Communication Strategies, Plans and Campaigns for the ISA Programme/ Individual Actions	EC, DG Informatics
	Monitoring and Evaluation of the Gender Pay Gap 2011 Campaign	EC, DG Justice
2011	Mid-Term Evaluation of the Health Programme 2008-2013	EC, DG Health and Consumers
	Interim evaluation of the EU Centres Initiative	EC, Foreign Policy Instruments Service (Former DG External Relations)
2010	Interim evaluation on establishing Community financial measures for the implementation of the Common Fisheries Policy 2007-2013	EC, DG Maritime Affairs and Fisheries
	Follow up evaluation of "Science for Environment Policy" News Alert Service	EC, DG Environment
2009	Evaluation of the contractual relationships between Euronews and the European Commission	EC, DG Communication
	Evaluation of the impact of the Framework Programme on the formation of the European Research Area (ERA) in Social sciences and the humanities (SSH)	EC, DG Research
2008	Training sessions on evaluation issues for ERA-MORE members	EC, DG Research
	Evaluation of the information and communication activities of the EC Delegations	EC, DG External Relations
	Evaluation of the communication policy, strategy and activities of DG Trade	EC, DG Trade
	Evaluation of outreach and public diplomacy actions in the US	EC, DG External Relations
2007	Survey among researchers, media editors and journalists	EC, DG Research
	First evaluation of "Science for Environment Policy" News Alert Service	EC, DG Environment
	First evaluation of the Health-EU Portal	EC, DG Health and Consumers

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Year	Project	Client
2006	Evaluation of the newsletters of the EC Representations in the Member States	EC, DG Communication
	Evaluation of the Research thematic website	EC, DG Research
2005	Evaluation of three brochures published by Directorate J	EC, DG Research
	Impact Assessment study of EuropeAid's awareness raising campaign	EC, DG EuropeAid
	Evaluation of the DG Education and Culture (DG EAC) managed websites	EC, DG Education and Culture
	Impact Assessment of the INCO Programme in FP5	EC, DG Research
	Evaluation of the Europe Direct Service	EC, DG Communication

ANNEX B: PUBLIC OPINION RESEARCH AND POLITICAL CONSULTANCY EXPERIENCE

Year	Project	Country/ Client
2003	Argentinean Presidential Campaign: Conducted two independent national polls for political analysis before the 1st electoral round. Was responsible for designing the samples, the questionnaires, coordinated the field work and analysed the data.	Argentina
	Presidential Campaign Oscar Berger Perdomo/ GANA: Formed part of the general consultancy team of the campaign. Participated in the strategic development and message design, and the organization and follow-up of operative areas. Was responsible for the design and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign, based on the media coverage.	Guatemala
	Mayor Campaign Evelyn Jaclr de Lovo/ARENA: Formed part of the general consultancy team of the campaign to elect the Mayor of San Salvador City. Participated in the strategic development and message design, and the organization and follow-up of operative areas. Was responsible for the design and analysis of public opinion quantitative and qualitative research.	San Salvador, El Salvador
2002	Mayor Campaign Patricia Bullrich/City of Buenos Aires/UPT: Formed part of the general consultancy team of the campaign. Was responsible for the design, field coordination and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign, based on the media coverage. Wrote campaign speeches and reviewed campaign material (TV spots, printed ads, etc)	Buenos Aires, Argentina
	Qualitative study on young population: Participated in the analysis of a series of attitudinal studies between young Muslim and non-Muslim population in Philippines and Indonesia to evaluate attitudes towards terrorism after de 11-S attacks. Elaboration of written reports.	Philippines and Indonesia
	Beth Rogers Congressional Campaign/ Republican Party: Analysed results of quantitative and qualitative studies regarding the Latin electorate in the 23rd Congressional District in California.	California, United States
	Government Ricardo Maduro: Formed part of the team in charge of the design and launching of the strategic plan and message of the government	Honduras
2001	Senate Campaign Carlos Balter/PD: Formed part of the general consultancy team of the campaign. Was responsible for the design, field coordination and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign, based on the media coverage.	Mendoza, Argentina
	Qualitative study to Salvadoreans: Focus groups with Salvadoreans and face to face interviews with public leaders were conducted as part of a project to rebuild the recent history of El Salvador and study the ideal development model for the medium and large term future.	El Salvador
	General Elections 2001: Participated in an electoral mission coordinated by the British Council in Argentina. The purpose was to observe the 2001 general elections, where Tony Blair was re-elected as Prime Minister. Wrote and published a balance on the results.	United Kingdom
2000	Mayor Campaign Luis Cardenal/ARENA: Formed part of the general consultancy team of the campaign to elect the Mayor of San Salvador City. Participated in the strategic development and message design, and the organization and follow-up of operative areas. Wrote campaign speeches and was responsible for the design and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign,	San Salvador, El Salvador

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Year	Project	Country/ Client
	based on the media coverage.	
	Primary Campaign Jaime Rosenthal Oliva/ Liberal Party: Formed part of the general consultancy team of the campaign. Was responsible for the design and analysis of public opinion quantitative and qualitative research. Moderated a series of four focus groups conducted between participants in Tegucigalpa city.	Honduras
	Mayor Campaign Wilfredo Navarro/PLC: Formed part of the general consultancy team of the campaign. Was responsible for the design and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign, based on the media coverage.	Managua, Nicaragua
	Government Francisco Flores weekly tracking polls: follow-up of the health and education reform processes in El Salvador during the initial years of Francisco Flores' government. Designed and implemented a weekly tracking system to evaluate the government in this and other aspects.	El Salvador
1999	**Presidential Campaign Francisco Flores/ARENA:** Participated in the design and analysis of public opinion national monthly polls, conducted as part of the campaign plan. Also participated in the tracking series designed for the final phase follow-up. Analysed results of focus groups.	El Salvador
	Presidential Campaign Domingo Cavallo/AR: Formed part of the general consultancy team of the campaign. Was responsible for the design, field coordination and analysis of public opinion quantitative and qualitative research. Worked on the daily talking points of the campaign, based on the media coverage.	Argentina
1998	**Interviews to public leaders:** design and analysis of the interviews, covering: the media, local governments, universities, professional organizations, political parties, NGOs, Executive, Legislative and Judicial branches of government.	Guatemala

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PERSONAL INFORMATION

Sex | Date of birth | Nationality

WORK EXPERIENCE

01/2015 – ongoing

Consultant – Evaluation & Research

Coffey International Development Limited
109 Baker Street, London W1U 6RP, United Kingdom

- Evaluation of the financial measures to support the implementation of the Common Fisheries Policy
- Evaluation of DG NEAR's information and communication activities towards EU Member States

Business or sector International Consultancy (Evaluation and Research Practice)

10/2013 – 12/2014

Research Associate

Aston Centre for Europe, Aston University
Aston Triangle, Birmingham B4 7ET, United Kingdom

- Co-managing a Jean Monnet research project on 'Rethinking European integration', compiling updated research on the effects of the crisis in the EU, editing a volume on the same topic and developing a master's module;
- Contributing technical expertise to and coordinating evaluation assignments for the Committee of the Regions;
- Delivering lectures for undergraduate and master's modules in Politics & International Relations;
- Organising seminars and conferences.

Business or sector University

09/2010 – 09/2013

Marie Curie Research Fellow

Maastricht University
P.O. box 616, 6200 MD Maastricht, The Netherlands

- Conducting PhD research on the EU's external policies;
- Delivering lectures for undergraduate module in Negotiations skills;
- Organising trainings and seminars for PhD researchers.

Business or sector University

03/2012 – 07/2012

Commission trainee

European Commission, DG Trade
B-1049 Brussels, Belgium

- Compiling background research on rules of origin;
- Drafting position papers for negotiation rounds with trade partners;
- Advising on intra- and inter-institutional coordination;
- Organising and taking minutes of negotiation rounds.

Business or sector European administration

01/2009 – 08/2010

Senior Academic Assistant

College of Europe
Dijver 8, 8000 Bruges, Belgium

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- Managing a department of studies;
- Organising conferences and seminars;
- Delivering lectures and seminars on the EU's external policies at master's level;
- Delivering training to Belgian officials ahead of the Belgian presidency of the EU in the field of CFSP;
- Editing the EU Diplomacy Papers and compiling updated research on *i.a.* EU trade policy, CFSP and CSDP.

Business or sector University

10/2008 – 12/2008

Administrative Assistant and Junior Consultant in public and European Affairs

Risk & Co
Rue du Luxembourg, 1000 Brussels, Belgium

- Organising seminars and workshops for clients;
- Conducting background analysis on clients' strategy.

Business or sector Consultancy

EDUCATION AND TRAINING

09/2010 – 09/2014

PhD in Political Science

Maastricht University, Maastricht, The Netherlands

Thesis title: "*Towards consistency of EU external policies? A case study on the European Commission*" (Universitaire Pers Maastricht, 2014)
Qualitative research methodology, external policies, Commission, EEAS, institutional coordination

08/2007 – 06/2008

Masters of Arts in EU international relations and Diplomacy

College of Europe, Bruges, Belgium

CFSP/CSDP, trade policy, diplomacy, international relations, project management

09/2006 – 06/2007

Master's degree in Public Administration

Institut d'Etudes Politiques de Strasbourg, France

Public law, international relations, European law, political economy

10/2002 – 06/2006

Diplome de l'Institut d'Etudes Politiques de Strasbourg

Public administration, public law, European studies, international relations, political economy

12/2006 – 06/2007

Erasmus exchange programme

University of Birmingham, United Kingdom

European studies, international relations, political economy

PERSONAL SKILLS

Mother tongue(s) French

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
German	B1	B1	A2	A2	B1
Spanish	A2	A2	A2	A2	A1

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills Networking skills and ability to be flexible and responsive having worked in different types of organisation.

Organisational / managerial skills Equally able to work independently and within a team, detail-oriented and meeting deadlines.

Job-related skills I developed a good knowledge of qualitative research methods, including desk research, collection and analysis of data, interviews and case studies.

Computer skills Good command of Microsoft Office ™ tools (Word ™, Excel ™, PowerPoint ™);

Driving licence Category B

ADDITIONAL INFORMATION

Publications

PERSONAL INFORMATION

Sex | Date of birth | Nationality

WORK EXPERIENCE

06/2014-12/2014

Urban Designer

arrells, 7 Hatton Street, London, NW8 8PL

- Worked with a team to develop a masterplan proposal for the Swanscombe Peninsula/Ebbsfleet Valley
- Carried out a number of research projects by drawing on the practice extensive experience in urban planning.
- Liaised with UCL on the development of the Place Aliance and the Farrell Review.

Business or sector Architect Planners

09/2010-on-going

Research Assistant

The Bartlett School Of Planning, University College London, UCL Faculty of the Built Environment, Central House, 14 Upper Wobum Place, London, WC1H 0NN

- Evaluating the governance in the built environment - the CABE experiment and beyond. Participation in documentary analysis, stakeholder interviews, transcription and analysis, tracking impacts, preparing reports and other outputs.
- BIG MEET & BIG MEET2 - Drawing on the above research and the recommendations of the Farrell Review, two cross-built environment sector meetings, attended by around 100 people from across the built environment sector, have been held at UCL.
- Research Excellence Framework 2014 Impact Case Study: Design governance in the built environment.
- Bartlett School of Planning Centenary Exhibition - Organised and curated the Exhibition held on the 6 May 2014
- Urban Skills Portal – UCL Extend online learning environment developed in partnership with Architecture+Design Scotland. Designed the InDesign, AuotCAD and Illustrator Workshops.
- CLUES interactive tool testing - Survey-based research on local energy approaches in English local authorities, assisting Dr. Catalina Turcu.
- Cricklewood Satisfaction Survey (Cricklewood Project, Mayor's Outer London Fund Programme) Survey aimed at providing Barnet Council users satisfaction baseline data to inform strategies and interventions
- Urban Design: Place Making - Tutor to MSc and 2nd year Undergraduate students.

Business or sector Evaluation and research

09/2013-12/2013

Urban Design Consultant

Steer Davies Gleeve, 28-32 Upper Ground, London, SE1 9PD

- Support a multidisciplinary team developing the new transport plans for Moscow. The project brief was to develop the walking and cycling strategy to reconnect and reclaim Moscow's streets, squares and public spaces for pedestrians. The submission consisted in a staged approach to implementation for the city authorities, including overall design strategy, special areas plans, cross-sections,3D visualisations.

Business or sector Urban Design

02/2012-03/2012

Masterplanning Consultant

Martha Schwartz Partners, 65-69 E Rd, London N1 6AH

- Provide masterpanning advice and detailed design support on the flollowing projects:
  - Yongsan IBD, Seoul, Korea - Masterplan, Concept Design submission.
  - Krankenhaus Wien Nord, Austria - Landscape Masterplan for the Vienna Hospital, Detailed Design sumbmission.

Business or sector Landscape Architects

04/2007-07/2010

Urban Designer / Planner

BURNS + NICE, 70 Cowcross Street, London EC1M 6EJ

- Provided concepts, planning and design input on various projects, producing plans / timelines and high quality verbal, written and graphic advice for clients on planning and urban design matters
- Developed design guidance, strategies and frameworks. I have experience of working on transport infrastructure projects, public realm strategies and designs, from concept development to design and implementation stages of the projects.

Business or sector Landscape Gardener

05/2005-03/2007)

Urban Designer

ICE Architects, 54-58 Tanner Street, London, SE1 3PH

- Followed analysis of current conditions of the site, I worked closely with local community and main housing agency towards completion of a new masterplan for the future of Bentilee to 2020, under UK Government's housing market renewal pathfinder programme.
- Feasibility study and design options, Bentilee Housing Association.
- Planning applications.

Business or sector Architects

03/2004-04/2005

Urban Designer / Planner

Mott Macdonald Group, 10 Fleet Place, London, EC4M 7RB

- Urban Designer and planner in the Water and Environment Department.
- Markteting and Business Development.

Business or sector Water and Environment

EDUCATION AND TRAINING

09/2002-09/2003

MSc Architecture Urban Design

The Bartlett Faculty of the Built Environment – UCL, UK

09/2001-06/2002

Graduate Diploma Urban Design

The Bartlett Faculty of the Built Environment – UCL, UK

09/1998-06/2001

BSc Honours Town and Country Planning

The Bartlett Faculty of the Built Environment – UCL, UK

PERSONAL SKILLS

Mother tongue(s) Italian

Other language(s)	UNDERSTANDING	SPEAKING	WRITING

SM

	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Spanish	A1	A1	A1	A1	A1

Communication skills

- Good communication skills gained through tutoring Post and Undergraduate students.

Organisational / managerial skills

- Organised and supported two built environment sector meetings, attended by around 100 people (MEET & BIG MEET2).
- Organised and curated the Bartlett School of Planning Centenary Exhibition, 2014.
- Experience of project management in previous projects

Job-related skills

- Experience in organising events
- Conduct feasibility studies
- Conduct design analysis and provide design inputs.
- Documentary analysis, stakeholder interviews, transcription and analysis, tracking impacts, preparing reports etc.

Computer skills

- Auto CAD (including M-Color)
- Adobe Creative Suite (Photoshop, InDesign, Illustrator)
- Microsoft Office (Word, Power Point, Excel, Access)
- Drafting, model making, freehand drawing

ADDITIONAL INFORMATION

Memberships

- Chartered Member of the Royal Town Planning Institute
- Urban Design Group Recognised Practitioner

Publications

- Research Excellence Framework 2014 Impact Case Study: Design governance in the built environment. Town & Country Planning, 2014

PERSONAL INFORMATION

Sex | Date of birth | Nationality

WORK EXPERIENCE

July 2014 - Present

Junior Consultant

Coffey International Development, London (United Kingdom)

Working on evaluation projects for the European Commission as well as other organisations worldwide: methodology, desk based research, fieldwork and interviews, surveys, quantitative and qualitative analysis, client relations, delivering presentations, conducting focus groups.

Business or sector International consultancy (Evaluation and Research)

Please refer to Annex for information on involvement in projects to date

March 2014 – June 2014

External Consultant

Coffey International Development, London (United Kingdom)

Coffey is the Evaluation Manager for the The Girls Education Challenge Fund, a £355 million pound fund to improve girls' education, primarily In fragile or conflict-affected states. I played a key role in the deductive and inductive qualitative analysis using analysis of the data for this project. Working with a qualitative multi-level coding framework in Atlas.Ti. he managed to deliver under tight deadlines.

Business or sector International consultancy (Evaluation and Research)

June 2013 – January 2014

External Consultant

AIM/Vinnova, Stockholm (Sweden)

Feasibility study of an application to help Swedish agriculture to become more sustainable, funded by the Swedish innovation fund. Duties undertaken included Interviewing potential end-users and stakeholders, and assessing needs and market situations from data collected. Also tasked with building a business case regarding commercial viability and contributing expertise on the subject regarding sustainability, agricultural and economic Issues. Involved with scoping the project, management of resources and ensuring end deliverables were met on time

Business or sector Consultancy

June 2013 – October 2013

External Consultant

Swedish Veterinary Association, Stockholm (Sweden)

Consultant for the Swedish Veterinary Association responsible for a pilot study looking at Swedish pork´s relative competiveness in the EU, the impact of Sweden's high level of animal welfare laws and what can be done to raise the status of Swedish pork. Duties included building a report for decision making in regards to policy and communication strategies, and carrying out desk research on the challenges that the Swedish pork industry are facing. Involved with developing the necessary data collection strategy for the project. This included giving input to the methodology design of both the qualitative and quantitative data collection such as deciding sampling strategy and survey questions. Qualitative research was carried out in the form of analysis and evaluation, which was drawn from interview data provided by principal and desk research on relevant literature.

Business or sector Consultancy

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March 2013 – June 2013

Sustainability Consult

UpHigh AB, Stockholm (Sweden)

worked with sustainability issues mostly in regards to SMEs. Duties included: client relationship development; agreeing on terms of reference; building business cases; working on business intelligence; and business analysis of prospective clients. Also involved with the development of a certified CSR training package for board members and coordinating a collaborative project between a private company and a NGO.

Business or sector: Sustainability consultancy

March 2012 – April 2012

External Consultant

The Evaluation Partnership Limited, London (United Kingdom) until April 2009 when the company was sold to Coffey International Development Limited.

Pre-research of a communications campaign on consumer rights, specifically with regards to the Consumer Rights Directive. Responsible for pre-research on a communications campaign on consumer rights, specifically with regards to the Consumer Rights Directive. Conducted qualitative analysis on identifying and reviewing communication campaigns/activities and key organisations of several EU-countries. Assessed the degree of activity in respective countries and identified outcomes. Also involved with analysing the collected data and providing key observations

Business or sector: International consultancy (Evaluation and Research)

January 2011

Project manager

SAI Global/Cranfield University, Bedfordshire (United Kingdom)

Project manager for a joint project between Cranfield University and SAI Global. Responsible for developing an audit check list for the continuous improvement of the environmental performance within the food processing industry. Involved with the presentation of the project details for SAI Global / Cranfield and other stakeholders. Also charged with assuring the audit was in legal compliance with UK law and in harmonisation with other legal frameworks, both nationally and internationally. Other duties included being responsible for the delivery of the project, coordination of the team, requirements specification, activity planning and needs plan. Also responsible for project meetings and continuous quality management.

Business or sector: Environmental consultancy

June 2007 – June 2008

Project manager

Hjorten Housing Cooperative, Uppsala (Sweden)

Project manager for the Hjorten Housing Cooperative charged with creating necessary documentation, sketches and zoning for a smaller urban development. Responsible for developing a zoning plan application that was in legal compliance and a planning application for local planning authority. Also involved with assessing the local development framework, advising cooperative on legal requirements and the planning application process.

Business or sector: Urban development

EDUCATION AND TRAINING

October 2010 – October 2011

MSc Environmental Management for Business

Cranfield University, United Kingdom

Modules: Environmental Management in Practice. Environmental Policy and Risk Governance, Environmental Valuation, Evaluating Sustainability Financial and Economic Appraisal for Environmental Management, Principles of Sustainability, Risk Communication and Perception, Technology, Environment and Society, Project Management

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August 2006 – August 2010

MSc in Economics with a spec. in natural resources

Swedish University of Agriculture Sciences, Sweden

Modules: Statistics for economists, Economics, Marketing, Economics and natural resources, Ethics, Game theory, Environmental management, Production economics, Quantitative finance, Strategic management, Environmental risk management and Accounting. Focus on econometrics, policy evaluation and sustainable development.

June 2007

Red Cross First Aid certificate

June 2007

Amnesty Public Relations officer course

One day course in public relations and effective communication.

August 2002 – August 2006

Uppsala University (Sweden)

Courses included: Political Science A, Media and Communication A+B, Personal responsibility, The Global Economy, Environment and development, Spanish A, Environmental Management

June 2002 – December 2002

Spanish studies, Lacuñza school of language, San Sebastian (Spain)

PERSONAL SKILLS

Mother tongue(s) Swedish/English

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
Spanish	B1	B1	B1	B1	B1
Norwegian	B1	B1	B1	A1	A2
Danish	A2	A1	A1	A1	A2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

Communication skills

- Good communication skills gained through experience as external communicator and presenter during time at Amnesty International
- Excellent written and oral communication

Organisational / managerial skills

- Leadership experience serving as Sergeant 1st Cl., mechanised infantry, P18, Gotland, in the Swedish Army. Responsible for training, welfare, mentoring and discipline of a 30 man infantry platoon. Risk management in respect to operations, guided and led platoon during several military training deployments, including a three week final deployment called "Operation Snowstorm".
- Worked as group secretary for several Amnesty groups, organising work, planning activities, implementing campaigns and budgeting during several years.
- "Tuff" leadership course (two days), applying a coaching leadership management approach.

Job-related skills

- Design and develop evaluation methodologies using evaluation question matrices, intervention logics, theories of change, contribution analyses etc., as well as a variety of evaluation tools;
- Design qualitative and quantitative data collection tools (e.g. interview guides, surveys, focus group questionnaires etc.);
- Conduct fieldwork (e.g. interviews in 2 different languages, surveys, focus groups, case studies);
- Use analytical tools and software (e.g. Excel, Atlas TI, survey tools such as surveymonkey.com).
- Taken part in training on evaluation methodologies and attended courses on presentation skills, Excel.

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Computer skills

Advanced computer literacy, proficient in:

- Microsoft Office™ tools (Word™, Excel™ and PowerPoint™)
- Adobe Products, (Photoshop™, Illustrator™, Page Maker™)
- Qualitative and quantitative data analysis: ATLAS.ti
- Image manipulation and 3d-modelling: SketchUp, GIMP
- Online survey software (Survey Monkey)
- Programming languages: Python (basic)

Other skills

Conference organisation and moderation, one of the original founders of the student organisation Entrepreneurs Academy, Uppsala University (Sweden). Involved in starting up, hosting and organising large annual entrepreneurial conference, with more than 800 visitors.

Driving licence

- Full, clean Swedish driving licence category B.

ADDITIONAL INFORMATION

Publications

Human rights implications of anti-terrorism measures and the fight against illegal immigration, Amnesty Press, Stockholm, 2006. Amnesty Press is a membership magazine circulated to around 90,000 subscribers.

Memberships

Amnesty Business Group nomination committee.
Green economists

Honours and awards

Second place in case competition "Mission 24", aimed at urban renewal of Uppsala (Sweden) city core.

ANNEX I Project Engagement Experience

YEAR	PROJECT	CLIENT
2014 (on-going)	Evaluation of the EC traineeship scheme	EC, Directorate-General Education and Culture
	Evaluation of the European Year for Development 2015	EC, Directorate-General for Communication
	Ex post evaluation on Union financial measures for the implementation of the Common Fisheries Policy and in the area of the Law of the Sea 2007-2013	EC, Directorate-General for Maritime Affairs and Fisheries
	Evaluation of the possibility to ensure a smarter supply policy for the processing industry and evaluation of EU regulation n° 1220/2012	EC, Directorate-General for Maritime Affairs and Fisheries
	Evaluation of the EU's beef origin labelling rules	EC, Directorate-General Agriculture and rural development
	Evaluation of the Ex-Smokers Campaign	EC, Directorate-General Health and Consumers
	Evaluation of the electronic customs implementation in the EU	EC, Directorate-General Taxation and Customs Union
	Ex-Post evaluation of the Health Programme 2008-2013	EC, Directorate-General Health and

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		Consumers
	Evaluation of the Girls Education Challenge Fund	Department of International Development
2013	Pricing in CSR in the new economy (certified board member training)	UpHigh AB, Styrelseakademien
	Application to help Swedish agriculture become more sustainable	AIM/Vinnova
	Pilot study on Swedish pork and animal welfare laws	Swedish Veterinary Association
2012	Ex ante evaluation to design an EU consumer rights awareness-raising campaign	EC, Directorate- General for Justice
2011	Environmental Audit Checklist for the food processing industry	SAI Global/Cranfield
2007	Zoning plan application for urban development	Housing Cooperative Hjorten

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ANNEX 5: Letter of intent

Evaluation of the EU Participation in Expo Milano 2015
JRC/23/2015

Under Framework Contract for the provision of services in the field of evaluation of communication activities.
Lot 1: Evaluation of communication activities
Call for tenders N° PO/2012-3/A3

I the undersigned, , declare hereby the intention to collaborate in the execution of the tasks subject to the above call for tenders, in accordance with the Terms of Reference to which the present form is annexed, if the contract is awarded to the grouping led by **Coffey International Development**.

I also certify that all information included in my Curriculum Vitae, submitted in the offer, is complete, consistent, and true.

In addition I confirm that I do not have any conflict of interest in connection with the contract.

24 April 2015

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Full name	**Date**	**Signature**

coffey

Deloitte.

Evaluation of the EU Participation in Expo Milano 2015

JRC/23/2015

FINANCIAL DOSSIER

24 April 2014

Source: EU website for Expo Milano 2015 (http://europa.eu/expo2015/)

coffey Deloitte.

Coffey International Development Ltd (hereinafter referred to as 'Coffey') welcomes this opportunity to support Directorate-General Joint Research Centre (JRC) of the European Commission to undertake an evaluation of the EU's participation in Expo Milano 2015. This proposal has been prepared in response to the Invitation to Tender JRC/23/2015. The Tender is submitted by Coffey, which will be leading and implement the evaluation.

This is the Financial Offer which provides the price schedule as stipulated in the TOR, and is presented as a separate document.

We remain at JRC's disposal for any requests for clarification or other queries.

Yours sincerely,

Practice Lead, Evaluation and Research Practice
Coffey International Development Limited
(The Evaluation Partnership is now part of Coffey International Development Limited)

Contents

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1 Financial offer

Experts / Unit Price 1	*Inception Phase (Number of person / days)*	*Interim Phase (Number of person / days)*	*Final Phase (Number of person / days)*	*Total number of person / days*	*Price per day (as stipulated in FWC)*	*TOTAL*
Category I	2.0	2.0	2.0	6.0	1,100	6,600
Category II	10.0	20.0	21.0	51.0	950	48,450
Category III	4.0	23.0	8.0	35.0	850	29,750
Category IV	4.0	13.0	4.0	21.0	650	13,650
Sub-total of Unit Price 1						98,450
Experts / Unit Price 2	*Inception Phase (Number of person / days)*	*Interim Phase (Number of person / days)*	*Final Phase (Number of person / days)*	*Total number of person / days*	*Price per day (as stipulated in FWC)*	*TOTAL*
Category I	N/A	N/A	N/A	N/A	1,100	N/A
Category II	N/A	N/A	N/A	N/A	950	N/A
Category III	N/A	N/A	N/A	N/A	850	N/A
Category IV	N/A	N/A	N/A	N/A	650	N/A
Sub-total of Unit Price 2						N/A
Experts / Unit Price 3	*Inception Phase (Number of person / days)*	*Interim Phase (Number of person / days)*	*Final Phase (Number of person / days)*	*Total number of person / days*	*Price per day (as stipulated in FWC)*	*TOTAL*
Category I	N/A	N/A	N/A	N/A	1,000	N/A
Category II	N/A	N/A	N/A	N/A	900	N/A
Category III	N/A	N/A	N/A	N/A	800	N/A
Category IV	N/A	N/A	N/A	N/A	600	N/A
Sub-total of Unit Price 3						N/A
Experts / Unit Price 4	*Inception Phase (Number of person / days)*	*Interim Phase (Number of person / days)*	*Final Phase (Number of person / days)*	*Total number of person / days*	*Price per day (as stipulated in FWC)*	*TOTAL*
Category I	N/A	N/A	N/A	N/A	1,100	N/A
Category II	N/A	N/A	N/A	N/A	950	N/A
Category III	N/A	N/A	N/A	N/A	850	N/A
Category IV	N/A	N/A	N/A	N/A	650	N/A
Sub-total of Unit Price 4						N/A
GRAND TOTAL						98,450

Name of the Tenderer: Coffey International Development Limited

Date: 24 April 2015

Name and Signature of the authorised representative:

Practice Lead, Evaluation and Research Practice
Coffey International Development Limited
(The Evaluation Partnership is now part of Coffey International Development Limited)

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