



ANNEX I TO THE INVITATION TO TENDER

Terms of reference

**Ex post evaluation of the Europe for Citizens
Programme 2007-2013**

COMM-C2/16/2014

**(Reopening of competition under the Framework contract PO/2012-03/A3— LOT 1
of DG COMM)**

Table of Contents

Terms of reference	1
1 Purpose.....	4
1.1 Context	4
1.2 Aim and scope	9
1.3 End user of the evaluation	10
2 Tasks to be performed by the contractor	10
2.1 Tasks in general	9
2.2 Evaluation questions	11
3 Methodology	19
4 Deliverables	19
4.1 Inception report	19
4.2 Interim report(s)	20
4.3 Final report	20
4.4 Other documents	21
5 Organisation of the work.....	21
5.1 Overall management of the contract	21
5.2 Steering committee	21
5.3 Timetable.....	21
6 The amount of the contract	23
7 Presentation of the proposal.....	23
7.1 Technical dossier	23
7.2 Financial Offer – Total Price	23
8 Award of the contract	23
8.1 Evaluation of tenders – award criteria	23
8.2 Contract award	24

9	Quality assessment.....	24
---	-------------------------	----

Annex

1 Purpose

1.1 Context

The EU has recognized on many occasions the need to bring the European Union and its institutions closer to the citizens of the Member States and to enable them to participate fully in the construction of an ever closer Europe, while emphasising the essential values that are shared by the European citizens.

In order to achieve these objectives the Europe for Citizens Programme was established in December 2006¹ for a period of seven years (from 1 January 2007 to 31 December 2013).

The Programme supported civil society organisations pursuing an aim of European general interest, municipalities (town twinning), European think tank organisations as well as projects initiated by civil society organisations and projects in the area of remembrance (focussing on the period of Nazism and Stalinism). It was seen as an initial step towards a more coherent strategy and policy in the area of civic participation.

The Europe for Citizens Programme built on the experience of previous actions especially the first generation Community action programme to promote active European citizenship (2004-2006)² which confirmed the need to develop the dialogue with civil society organisations and municipalities and to support the civic participation of citizens.

1.1.1. Objectives of the Programme

General objectives

The programme aimed at supporting a wide range of activities and organisations promoting active European citizenship through the involvement of individual citizens, local authorities and civil society organisations in the process of European integration. The objectives of the programme were as follows:

- giving citizens the opportunity to interact and participate in constructing an ever closer Europe, which is democratic and world-oriented, united in and enriched through its cultural diversity, thus developing citizenship of the European Union;
- developing a sense of European identity based on common values, history and culture;
- fostering a sense of ownership of the European Union among its citizens;
- enhancing tolerance and mutual understanding between European citizens respecting and promoting cultural and linguistic diversity, while contributing to intercultural dialogue.

¹ Decision 1904/2006/EC of the European Parliament and of the Council of 12 December 2006 establishing for the period 2007 to 2013 the programme 'Europe for Citizens' to promote active European citizenship.

² Council Decision 2004/100/EC of 26 January 2004 establishing a 'Community action programme to promote active European citizenship' (civic participation).

Specific objectives

The specific objectives of the programme were as follows:

- bringing together people from local communities across Europe to share and exchange experiences, opinions and values, to learn from history and to build for the future;
- fostering action, debate and reflection related to European citizenship and democracy, shared values, common history and culture through cooperation within civil society organisations at European level;
- bringing Europe closer to its citizens by promoting Europe's values and achievements, while preserving the memory of its past;
- encouraging interaction between citizens and civil society organisations from all participating countries, contributing to intercultural dialogue and bringing to the fore both Europe's diversity and unity, with particular attention to activities aimed at developing closer ties between citizens from Member States of the European Union as constituted on 30 April 2004 and those from Member States which have acceded since that day.

1.1.2 Description of the Programme

The objectives of the Europe for Citizens Programme 2007-2013 were pursued through four main actions which were divided into specific measures:

Action 1: Active citizens for Europe

Measure 1.1: Town twinning citizens' meetings

Town twinning citizens' meetings consisted in bringing together a wide range of citizens from twinned towns, taking benefit of the partnership between the municipalities for strengthening mutual knowledge and understanding between citizens and between cultures.

Measure 1.2: Networks of twinned towns

The programme supported the development of networks between twinned towns to ensure structured cooperation in a long-term perspective, therefore contributing to maximizing the impact of the programme. Promoters were expected to present projects integrating a series of activities (such as citizens' meetings, conferences or seminars within the network) around the same subject. They were also expected to produce communication tools in the context of these events with the aim of promoting structured and sustainable thematic networking and disseminating the results of the actions.

For the years 2007, 2008 and 2009, the Council of European Municipalities and Regions was designated for structural support within this measure.

Measure 2.1: Citizens' projects

A variety of projects of a transnational and cross-sectorial dimension, directly involving citizens were supported under this measure. The projects gathered citizens from different horizons acting together or debating on common European issues at local and European level. The use of innovative methods enabling citizens' participation was encouraged.

Measure 2.2.: Support measures

Support measures were aimed at improving the quality of town-twinning and citizens' projects through exchanging best practice, pooling experiences between stakeholders and developing new skills through training.

Action 2: Active civil society in Europe

Measure 1: Structural support for European public policy research organisations (think-tanks)

This measure supported public policy research organisations as interlocutors able to provide independent strategic, cross-sectorial recommendations to the EU institutions and to feed the debate on EU citizenship and European values and cultures. The measure was aimed at strengthening the institutional capacity of those organisations through annual and multi-annual operating grants.

For the years 2007, 2008 and 2009, the organisations '*Groupement d'études et de recherche Notre Europe*' and '*Institut für Europäische Politik*' were designated for receiving structural support.

Measure 2: Structural support for civil society organisations at European level

Civil society organisations were seen as important stakeholders to encourage civic, educational, cultural and political participation of citizens in society. This measure was aimed at strengthening their capacity to operate and cooperate at European level through annual or multi-annual operating grants.

For the years 2007, 2008 and 2009, the organisations *Platform of European Social NGOs*, the *European Movement* and the *European Council of Refugees and Exiles* were designated for structural support.

Measure 3: Support to projects initiated by civil society organisations

The aim of this measure was to support concrete projects of civil society organisations from different participating countries involving organisations established at local, regional, national or at European level. The projects funded under this measure were expected to raise awareness on issues of European interest.

Action 3 - Together for Europe

High-visibility events

This measure supported events organised by the European Commission, sometimes in cooperation with Member States or other relevant partners, with the aim to make European citizens aware of European history and of the achievements and values of the European Union and to contribute to the development of a stronger European identity.

Studies

In order to get a better understanding of active citizenship at European level, the European Commission carried out the following studies:

- Volunteering in the European Union (2010)

- Study on Maximising the Potential of Mobility in Building European Identity and Promoting Civic Participation (2011)
- Participatory Citizenship in the European Union (2012)
- Measuring the impact of the Europe for Citizens programme (2013)

Information and dissemination tools

Information on the various activities of the programme and on other European activities related to citizenship was provided through an Internet website and other communication tools (brochures, leaflets, DVDs).

For the years 2007, 2008 and 2009, the organisations '*Association Jean Monnet*', the '*Centre Européen Robert Schuman*' and the '*Maisons d'Europe*' were designated for structural support within this sub-action.

Europe for Citizens Contact Points

Europe for Citizens Contact Points have been gradually established since 2008 to ensure dissemination of practical information on the implementation of programme, its activities and funding possibilities and to provide assistance to applicants and programme beneficiaries.

In 2013, a total of 28 Europe for Citizens Contact Points were operational in participating countries out of which 22 received operating grants from the European Commission.

Action 4 – Active European Remembrance

Under this action projects of the following type were supported:

- projects aiming at preserving the main sites and memorials associated with the mass deportations, the former concentration camps as well as the archives documenting these events and for keeping alive the memory of the victims, as well as the memory of those who rescued people from the Holocaust;
- projects aiming at the commemoration of the victims of mass exterminations and mass deportations associated with Stalinism as well as the preservation of the memorials and archives documenting these events.

1.1.3. Budget of the programme

The financial envelope for the implementation of the Europe for Citizens programme over seven years from 1 January 2007 to 31 December 2013 was EUR 215 million (with the annual amount increasing gradually from EUR 24.900.000 in 2007 to 26.330.000 EUR in 2013).

According to the programme decision, the overall breakdown between the different actions during the entire programme period was the following:

Action 1: at least 45 %
 Action 2: approximately 31%
 Action 3: approximately 10%
 Action 4: approximately 4 %.

Approximately 10 % of the overall budget was used for the programme administration.

1.1.4. Eligible countries

The programme was open to the Member States of the European Union and to other European countries, namely the EFTA countries having signed the EEA Agreement, the candidate countries and countries from the Western Balkans provided that they signed a Memorandum of Understanding laying down details of their respective participation in the programme.

In 2013, the Europe for Citizens Programme was implemented all together in 33 participating countries: 28 Member States and 5 other participating countries, i.e. Albania, Bosnia and Herzegovina, Montenegro, Serbia and the Former Yugoslav Republic of Macedonia.

1.1.5. Implementation of the Programme

The European Commission was ultimately responsible for the efficient running of the Europe for Citizens Programme. It managed the budget and set priorities, targets and criteria for the Programme on an ongoing basis, after consultation of the Programme Committee. Furthermore, it guided and monitored the general implementation, follow-up and evaluation of the Programme at European level.

The European Commission relied on an Executive Agency. The Education, Audiovisual and Culture Executive Agency (EACEA) established by decision 2005/56/EC of the European Commission of 14 January 2005 was responsible for the implementation of most of the actions of the Europe for Citizens Programme with the exception of Action 3 "High visibility events" managed directly by the European Commission. The EACEA was also in charge of the management of the Europe for Citizens Contact Points.

The EU Member States were involved in the implementation of the Europe for Citizens programme through the Programme Committee, to which they appointed representatives. The Programme Committee was formally consulted on different aspects of the implementation of the Programme, in particular the proposed annual work plans, the annual reports of activities and the selection results. Participating countries which were not EU Member States took part in the Programme Committee as observers without voting right.

More detailed information about the implementation of the programme actions and measures including the overall amounts of grants attributed per action, number of projects supported and number of participants in the projects can be found in the annex of this document.

1.5. Evaluations and monitoring provisions

In preparation of the Europe for Citizens Programme 2007-2013, an ex ante evaluation including an impact assessment was carried out. It was based on an online-consultation and a Consultative Forum which took place in February 2005. The evaluation report was annexed as staff document to the Commission proposal for the Europe for Citizens Programme³.

³ Commission staff working document, annex to the Commission proposal for a decision of the European Parliament and of the Council establishing for the period 2007-2013 the programme "*Citizens for Europe*" to promote active European citizenship of 6.04.2005, doc. COM (2005) 116 final.

As requested by Article 14.3 of the Decision establishing the Europe for Citizens Programme, an interim evaluation was done to assess the results obtained by the programme between 2007 and 2009⁴.

In addition, the following surveys and studies linked to evaluation were realised:

- Survey to contribute to the development of a system of measuring the annual impact of activities supported by the Europe for Citizens programme (2008);
- Europe for Citizens Survey 2009 - Developing impact indicators for the Europe for Citizens programme and adapting them to the 2009 Annual Management Plan (2009);
- Study on measuring the impact of the Europe for Citizens Programme 2007-2013 (2013)⁵

As a result of the recommendations of the interim evaluation of the Europe for Citizens programme a permanent monitoring system was developed combining the ongoing monitoring of the projects based on the information obtained from beneficiaries with approximately 30 monitoring visits of projects per year. A synthesis report based on the results of the monitoring visits was produced once per year by the Executive Agency.

In addition, in the context of its reporting obligations towards the programme committee, the Commission presented every year an annual report on the activities of the Europe for Citizens Programme.

1.2 Aim and Scope

The purpose of the ex post evaluation is:

- To assess the results and measures of the Europe for Citizens programme compared to its objectives;
- To assess qualitative and quantitative aspects of the implementation of the programme;
- To provide examples of good practice and successful model projects under each action of the programme.
- To provide recommendations on how to further develop the Europe for Citizens Programme as an instrument for the development of a European Citizenship Policy.

⁴ Report from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the mid-term evaluation of the Europe for Citizens Programme 2007-2013 of 1.03.2011, doc. COM (2011) 83 final.

⁵ http://ec.europa.eu/citizenship/news-events/news/11072013_studyefc_en.htm

The scope of this ex post evaluation is limited given the fact that a number of surveys and studies on the measurement of the programme's impact and the development of impact indicators have already taken place. A quantitative report on the activities of the Europe for Citizens Programme was prepared by the Executive Agency and can be found in the annex to this document.

This ex post evaluation is needed to revise, verify and complement the existing reports with the view of elaborating an external evaluation report synthesizing and assessing the results and the implementation of the Europe for Citizens Programme 2007-2013.

1.3 End user of the evaluation

As set out in Article 14 of the Decision establishing the Europe for Citizens Programme 2007-2013 the European Commission will submit to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions an ex post evaluation report by 31 December 2015. The external ex post evaluation will feed into this report.

2 Tasks to be performed by the contractor

2.1 Tasks in general

In order to address the work to be performed, the evaluators will provide answers to the evaluation questions below. The contractor may wish to refine and elaborate these questions and, where appropriate, propose other ones to the Commission with the aim of improving the focus of this ex post evaluation. The contractor should note that the sub-questions proposed under some of the evaluation questions do not necessarily cover the entire aspect of the questions concerned. They deal with issues the Commission is particularly interested in and which the evaluator therefore should address, in addition to any other issues which the evaluator may see as requiring attention in the case of each evaluation question.

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

- produce conclusions on the implementation, the results and the overall assessment of the Europe for Citizens Programme 2007-2013
- provide practical recommendations for future work regarding:
 - the type of activities to be supported;
 - the usefulness of the Europe for Citizens Programme as an instrument for the development of a European Citizenship Policy,
 - any other issues identified by the evaluation.

2.2 Evaluation questions

Throughout the evaluation process, the evaluator must aim at responding to the evaluation questions set out below taking into account the different results for each action and measure of the Europe for Citizens Programme, both at European and at national, regional and local level.

The evaluators should note that the sub-questions proposed under some of the evaluation questions do not necessarily cover the entire aspect of the questions concerned. In fact, the sub-questions normally cover only very specific aspects of a given question. They deal with issues the Commission is particularly interested in and which the evaluator therefore should address.

The evaluators may propose sub-question to elaborate the evaluation questions. The final list of evaluation questions will be decided during the inception phase with the Commission.

For each question a number of judgment criteria and indicators have been defined. A judgment criterion specifies an aspect of the intervention that seems worth to be assessed in order to answer the evaluation question. Indicators have been laid down to help measuring. All judgment criteria and indicators will have to be taken into consideration by the evaluators when answering the questions. In their proposals, the tenderers may propose additional judgment criteria and indicators which they find appropriate. During the inception phase of the evaluation, the final list of judgment criteria and indicators criteria will be established with the Commission.

Moreover, in their proposal the tenderers will outline the methodological tools that they intend to use to answer the evaluation questions. The final list of methodological tools will be agreed with the Commission during the inception phase of the evaluation.

Recommended questions:

RELEVANCE
<ul style="list-style-type: none">• To what extent the programme's objectives and activities have been relevant to give citizens the opportunity to interact and to participate in constructing an ever closer Europe and to develop their sense of European identity? To which extent the objectives and activities of the programme correspond to the needs of the target groups?• To what extent has the Programme proved complementarity to other EU funding programmes, in particular in the area of citizens' rights, education, youth and culture and to other EU initiatives such as the European Years?• What is the European added value of the programme?

Content of the questions	<p>The evaluators will assess to what extent the objectives and the activities of the programme are relevant for the target groups and respond to their needs.</p> <p>While answering to this question, the evaluators will as well assess in how far the programme has been complementary to other existing EU programmes and initiatives and which has been its specific role and added value in the European context.</p> <p>Target groups:</p> <ul style="list-style-type: none"> • Action 1: Towns and municipalities, town-twinning committees, federations and associations of local/regional authorities; • Action 2.1 and 2.2: European policy research organisations (think tanks), European civil society organisations and networks; European umbrella organisations of NGOs, European civil society organisations involved in fostering European remembrance; • Action 2.3: Non-governmental organisations in the field of civic participation; • Action 4: Non-governmental organisations and other bodies active in the field of European remembrance.
Suggested judgment criteria and indicators	<ul style="list-style-type: none"> • The objectives of the programme correspond to the needs of each target group; • The objectives correspond to the policy agenda at European and at national level; • The objectives have proven complementarity with other EU programmes, in particular in the area of citizens' rights, education, youth and culture. • The objectives have proven complementarity with EU initiatives such as the European years and the citizens' dialogues. • The activities of the programme are relevant to the needs of each of the target groups. • The activities have been complementary to funding schemes offered by other EU programmes and initiatives.

Suggested methodological tools	<p>Data collection tools:</p> <ul style="list-style-type: none"> • Desk research and revision of existing evaluations, studies, surveys and other text material; • Interviews with representatives of the Commission and the Executive Agency; • Interviews with Europe for Citizens Contact Points; • Interviews with beneficiaries of all actions of the Programme; • Other tools proposed by evaluators. <p>Analytical tools:</p> <ul style="list-style-type: none"> • Needs assessment; • Objectives and effects diagram; • Other tools proposed by evaluators.
Expected recommendations	<p>The evaluators will provide recommendations on:</p> <ul style="list-style-type: none"> • How to better adapt the activities to the real needs of the target groups; • How to improve the relevance of activities for future EU citizenship policies.

EFFECTIVENESS

- To what extent the activities undertaken in the framework of the actions and measures of the Europe for Citizens Programme have been effective in achieving the programme's general and specific objectives? Where objectives are not fulfilled in a satisfactory way, which factors have hindered the programme to be effective?
- In how far has the programme contributed to the objectives of the European citizenship policy, in particular to increase civic participation and to bring citizens closer to EU institutions? In how far has the programme influenced citizenship policy at the national level in the participating countries?
- How does the programme influence the town twinning movement, European civil society organisations, think-tanks and remembrance organisations directly participating in the programme?
- Does participation in the programme appear satisfactory in terms of the balance between new organisations and those which have received support previously?

Content of the questions	<p>The evaluators will assess to what extent each action and measure of the programme is appropriate to reach the programme's general and specific objectives.</p> <p>While answering to this question, the evaluators will as well assess if and how the programme has influenced its target groups. In addition, the evaluators will examine the question if in the area of citizenship policy the programme has triggered effects at EU level and in the participating countries.</p> <p>Evaluators will assess the question to which extent the balance between new organisations and organisations having previously been supported by the programme has contributed to effectively reaching the programme's objectives.</p>
Suggested judgment criteria	<ul style="list-style-type: none"> • The objectives of the programme have been effectively reached by each action and measure of the programme. • The target groups of the programme have been effectively reached. • The programme has effectively contributed to the achievement of the objectives of the European citizenship policy to increase civic participation and to bring citizens closer to the EU institutions at EU level and in the participating countries. • The programme has influenced the activities of the town twinning movement, European civil society organisations, think-tanks and remembrance organisations; • The balance between new organisations and organisations having previously been supported by the programme is appropriate to reach the programme's objectives.
Suggested indicators	<p>Evaluators could notably refer to the impact indicators proposed for the Europe for Citizens Programme 2014-2020⁶, i.e.</p> <ul style="list-style-type: none"> • Number of directly involved participants; • Number of persons indirectly reached by the Europe for Citizens Programme; • Selectivity of projects; • Quality of project applications, • Attractiveness of the programme to newcomers; • Renewal of beneficiaries; • Degree of partnership; • Diversity of participating countries; • Geographical coverage of the programme.

⁶ Study by Eureval: Measuring the impact of the Europe for Citizens Programme, May 2013.

Suggested methodological tools	<p>Data collection tools:</p> <ul style="list-style-type: none"> • Desk research and revision of existing evaluations, studies, surveys and other text material; • Interviews (see above); • Survey or focus groups; • Other tools proposed by evaluators. <p>Analytical tools:</p> <ul style="list-style-type: none"> • SWOT analysis ; • Objectives and effects diagram; • Other tools proposed by evaluators.
Expected recommendations	<p>The evaluators will provide recommendation on:</p> <ul style="list-style-type: none"> • How to implement each action and measure of the Europe for Citizens Programme to come as close as possible to the objectives set out for the Europe for Citizens Programme; • How possibly to adapt and develop the actions and measures to better reach the objectives of the programme; • How to proceed effectively to increase civic participation and to bring citizens closer to the EU institutions.

EFFICIENCY
<ul style="list-style-type: none"> • How efficient were the activities undertaken in the framework of the actions and measures of the Europe for Citizens Programme to reach the results at European and at national level? • Was the size of budget for the programme appropriate and proportional to what the programme was set out to achieve? • To what extent did the Europe for Citizens Contact Points contribute to the efficient implementation of the programme? • To what extent did the Structured dialogue contribute to achieving the objectives of the programme?

Content of the questions	<p>The evaluators will provide an assessment of the efficiency of each action and measure of the Europe for Citizens programme.</p> <p>While answering to this evaluation question, the evaluators will as well assess if the budget of the programme was sufficient to reach a critical mass and to have the necessary impact to reach its objectives.</p> <p>Evaluators will assess the contribution of the Europe for Citizens Contact Points and the Structured Dialogue to the efficiency of the programme.</p>
Suggested judgment criteria	<ul style="list-style-type: none"> • The objectives of the programme have been efficiently reached by each action and measure of the programme. • The actions and measures of the programme were complementary and non-contradictory with each other. • The programme has efficiently contributed to the achievement of the objectives of the European citizenship policy to increase civic participation and to bring citizens closer to the EU institutions at EU level and in the participating countries. • With regard to its objectives the programme has complemented efficiently other EU initiatives in the area of citizen's rights, education, youth and culture. • The programme's budget has been appropriate and proportional with regard to the programme's objectives. • The establishment of Europe for Contact Points contributed to the efficient achievement of the programme's objectives. • The organisation of the Structured dialogue meetings with stakeholders contributed to the efficiency of the programme.
Suggested indicators	Indicators have to be proposed by the tenderers.
Suggested methodological tools	<p>Data collection tools:</p> <ul style="list-style-type: none"> • Desk research and revision of existing evaluations, studies, surveys and other text material; • Interviews; • Survey or focus groups; • Other tools proposed by evaluators. <p>Analytical tools:</p> <ul style="list-style-type: none"> • Cost-effectiveness analysis; • Benchmarking; • Other tools proposed by evaluators.

Expected recommendations	<p>The evaluators will provide recommendations on</p> <ul style="list-style-type: none"> • How to improve the efficiency of the Europe for Citizens Programme?
--------------------------	---

SUSTAINABILITY	
	<ul style="list-style-type: none"> • To what extent the Europe for Citizens Programme has been successful in delivering sustainable outcome in relation to its objectives? • To what extent has the Europe for Citizens Programme influenced EU policy in general and EU citizenship policy aiming at increasing civic participation and bringing citizens closer to EU institutions in particular? In how far has the programme influenced citizenship policy at the national level in the participating countries? • To what extent have the results of the programme been properly disseminated to stakeholders and the general public?
Content of the questions	<p>The evaluators will examine to what extent the various actions and measures of the Europe for Citizens Programme have been successful in creating lasting effects with regard to its objectives.</p> <p>The evaluators will explore the question to which extent the Europe for Citizens Programme has had an impact on EU policies and on national policy and/or has triggered policy initiatives.</p> <p>The evaluators will assess to what extent the programme has exploited its potential in disseminating its results.</p>

Suggested judgment criteria	<ul style="list-style-type: none"> • The effects of the programme with regard to its objectives are tangible beyond the end of the programme. • Organisations and municipalities having participated in the programme have definitely developed a stronger sense of European identity and ownership of the EU and have become more tolerant towards other European citizens; • Partnerships established between project partners implementing a common project reached sufficient sustainability to continue after the end of the projects; • The Europe for Citizens Programme contributed to the long-term capacity-building of the organisations receiving structural support; • Organisations receiving structural support have become key partners of the Commission in developing a citizenship policy ; • To the extent possible, organisations receiving structural support have increased alternative sources of funding; • The Europe for Citizens Programme had lasting effects on the development of EU policy in general and EU citizenship policy in particular and triggered a number of policy initiatives at EU level and in the Member States; • The quality of the working methods applied by projects and organisations receiving structural support increased substantially and will remain high , when possible independently of EU funding; • The results of the Europe for Citizens Programme have been properly disseminated to its target groups and the general public.
Suggested indicators	<p>Evaluators should refer to the impact indicators proposed for the Europe for Citizens Programme 2014-2020⁷, i.e.</p> <ul style="list-style-type: none"> • Number of directly involved participants; • Number of persons indirectly reached by the Europe for Citizens Programme; • Selectivity of projects; • Quality of project applications, • Attractiveness of the programme to newcomers; • Renewal of beneficiaries; • Degree of partnership; • Diversity of participating countries; • Geographical coverage of the programme.

⁷ Study by Eureval: Measuring the impact of the Europe for Citizens Programme, May 2013.

Suggested methodological tools	<p>Data collection tools:</p> <ul style="list-style-type: none"> • Desk research and revision of existing evaluations, studies, surveys and other text material; • Interviews; • Survey or focus groups; • Other tools proposed by evaluators. <p>Analytical tools:</p> <ul style="list-style-type: none"> • Benchmarking; • Other tools proposed by evaluators.
Expected recommendations	The evaluators will provide recommendations on how to improve the sustainability of the Europe for Citizens Programme and the dissemination of its results.

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.

The choice and detailed description of the methodology must form part of the offer submitted. There should be a clear link between the evaluation question addressed and the corresponding methodology proposed.

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

It is not expected that all individual projects financed by the Europe for Citizens Programme are assessed, but the sample of projects to be examined should be chosen in a suitable way to address each evaluation question for each action and measure. The chosen sample must be large enough to enable the evaluators to draw general conclusions on the actions and measures of the programme.

4 Deliverables

During the evaluation, the following three reports shall be submitted by the evaluator. The documents have to be provided according to the calendar set under section 5.3.

Each report will be examined by the Commission and must be explicitly accepted.

All documents have to be provided in English and the Executive Summary additionally in French and German.

4.1 Inception report

The inception report will present the intervention logic and the draft list of the judgment criteria, indicators and methodological tools proposed. As explained above (see section 2.2) the final lists of

judgment criteria, indicators and methodological tools will be agreed with the Commission during the inception phase of the evaluation. The final list will be part of the final inception report.

In the report, the contractor will outline the work plan and calendar for each of the methodological tools. Moreover, the evaluator will provide a detailed explanation of how it intends to address each of the evaluation questions.

4.2 Interim report

This report will provide information concerning the first results derived from the data collection and analysis activities carried out during the first phase of the evaluation as well as preliminary conclusions, provided that they are based on a sufficiently sound and evidence-based analysis, in the form of recommendations to feed into the political report to be elaborated by the Commission as explained under section 1.3.

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 in English, French and German;
- the report itself;
- technical annexes, including the technical details and data used for the evaluation;
- a Power Point presentation using the Commission's visual identity⁸ 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 and
- the recommendations made, linked to the relevant evaluation questions

The final report must be submitted **in three copies** including one 'master' for reproduction and in Windows PC format.

⁸ http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm

4.4 Other documents

The evaluator will produce minutes of the kick-off meeting, the inception report meeting, the interim report meeting and the draft final report meeting (four meetings).

5 Organisation of the work

5.1 Overall management of the contract

Close cooperation with DG COMM will be needed with a view to discussing any problem encountered during the evaluation process.

The evaluator must take into account the Commission's comments and recommendations. They will keep the Commission informed on the progress of work when asked to do so.

The contractor will be required to attend four meetings with DG COMM in Brussels, in accordance with the timetable set out in section 5.3 below.

5.2 Steering committee

A steering committee, made up of Commission officials, 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, make remarks on the deliverables received and validate the final evaluation report. The steering committee will participate in the kick-off meeting, the inception report meeting, the interim report meeting and the draft final report meeting.

5.3 Timetable

The work must be completed within 11 months from the date of the kick-off meeting.

The contractor is expected to start the work immediately after signature of the Specific Contract.

The following deadlines have to be respected:

Phase	Date	Meeting	Deliverables
	Initial date (D)	Signature of the specific contract by the Commission.	

Inception Phase	D + max 15 working days	<p>Kick-off meeting:</p> <p>At this meeting, the Commission will provide any additional information required for implementation of the evaluation.</p> <p>The contractor may raise specific questions or request complementary information on the assignment.</p> <p>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.</p>	Minutes of the meeting
	D + 2 months		Inception report
	Max. 15 working days after reception of inception report	Inception report meeting	Minutes of the meeting
Interim Phase	D + 5 months		Interim report
	Max. 15 working days after reception of Interim report	Interim report meeting	Minutes of the meeting
Final phase	D + 10 months		Draft final report
	Max. 15 working days after reception of draft final report	Draft final report meeting	Minutes of the meeeting
	D + 11 months		Final report

5.4 Physical location of which services have to be performed

The place of work will be at the contractor's premises. The meetings of the steering group will take place at the designated Commission offices in Brussel.

6 The amount of the contract

The maximum budget allocated to this ex post evaluation is **EURO 120,000** (*one hundred and twenty thousand*).

7 Presentation of the proposal

The tender should be submitted in one of the official EU languages.

Tenders must comprise:

- A cover letter signed by the tenderer or a duly authorised representative;
- A technical file as described in the section below;
- A financial offer.

7.1 Technical dossier

For the evaluation of the tenders on the basis of the award criteria set out below, tenderers should present their proposal in a way that enables the Commission to assess it against the award criteria. The proposal should comprise:

- A description of the services to be performed.
- A presentation of the proposed methodology and tools.
- CVs of the members of the team proposed for the assignment.
- A work plan for the 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.

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

8 Award of the contract

8.1 Evaluation of tenders – award criteria

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

Quality criteria

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.

Financial criteria

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

8.2 Contract award

The contract will be awarded to the tender offering the best value for money. The choice will be made 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, and the contracts are awarded to the economically most advantageous bid.

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 assessment will concern the relevance of scope, the use of appropriate methods, the reliability of data, the quality of the analysis, the credibility of results, the clarity of conclusions and the general quality of the deliverables.

Annex : Report on the activities of the Europe for Citizens Programme