



Tender specifications

Evaluation of the EEA and related services

Open call for tenders EEA/EDO/07/001

1. Introduction

The European Environment Agency's (EEA) mission is to support sustainable development and to help achieve significant and measurable improvement in Europe's environment through the provision of timely, targeted, relevant and reliable information to policy making agents and the public. It therefore seeks to provide decision-makers with the environmental information needed for making sound and effective policies to protect the environment and support sustainable development. Most of the information is packaged as physical or electronic publications or databases which are widely disseminated, communicated directly to policy-makers and others in conferences, seminars etc. and made accessible to everyone through the internet.

The Agency is a networking organisation. It relies on a network of more than 350 organisations across its 32 member countries – the European Environment Information and Observation Network (Eionet) – to provide data and information.

A call for tenders is launched by the EEA for the award of a contract to evaluate the EEA against its corporate strategy 2004-2008¹.

The results of all services provided under this contract shall:

- inform the preparation of the EEA's corporate strategy for 2009-2013
- strengthen EEA's systematic evaluation with a view to improving planning and programming
- enhance a result-oriented management of EEA priorities
- improve the efficiency and effectiveness of EEA activities and outputs.

For the purposes of this tender procedure "evaluation" is broadly understood as "judgement of interventions according to their results, impacts, and the needs they aim to satisfy"².

¹ <http://www.eea.europa.eu/documents/>

² Glossary of the White Paper on Reform available at:
http://europa.eu.int/comm/off/white/reform/part1_en.pdf

2. Duration and scope of the contract

The EEA will conclude a contract for the duration of 18 months from its entry into force. Reference is made to the terms and conditions of the contract which forms part of the tender documents.

The main service to be provided under the contract is an evaluation of the EEA against the delivery and impact of its corporate strategy 2004-2008 as further specified under 3.1.

Based on the EEA's demand (framework element), the future contractor may be required to provide additional evaluation services including services emanating from the main evaluation as specified under 3.2. (related services). Implementation of such services is subject to specific contracts (see Annex III to the contract) which alone shall be binding on the Agency.

All services shall in principle be carried out at the contractor's premises.

3. EEA activities and services required

The EEA has introduced a system of activity based management (ABM) aimed at the definition of policy priorities covering all resources managed by the EEA regardless of the budgetary sources. ABM brings together four elements: strategic planning and budgeting; operational programming and management; monitoring and reporting; evaluation. Under ABM, evaluation results must be fed (back) into the planning and programming process, the quality of which depends essentially on sound evaluation results.

In addition to this approach the EEA purchases specific evaluation projects from external contractors. This tender shall result in a contract for the evaluation of the EEA against its corporate strategy 2004-2008 (main service – 3.1) and a framework for additional evaluation services (related services – 3.2).

3.1. Evaluation of the EEA against its corporate strategy 2004-2008

The EEA is an independent agency based in Copenhagen, required to *support sustainable development and help achieve significant and measurable improvement in Europe's environment, through the provision of timely, targeted, relevant and reliable information.* To provide support to policy-makers across its 32 member countries the Agency relies on a network of more than 350 organisations – Eionet – to provide data and information and work with EEA to produce assessments, policy evaluations, technical analyses, models and scenarios for the European Commission, the European Parliament, the member countries themselves, international organisations and civil society as well as accessible material for the general public.

Under Council Regulation (EEC) No. 1210/1990 establishing the European Environment Agency and the European Environment Information and Observation Network (Eionet) the Agency is an autonomous legal person, but it performs its tasks in a policy and political context which provides the context for the evaluation without being its main focus.

The contractor shall carry out an evaluation of the delivery and impact of the EEA corporate strategy 2004-2008. The evaluation must observe the principles of objectivity, reliability and evidence-based assessment.

The evaluation should address the following two issues in the first instance:

- (i) the *efficiency* of the EEA in delivering its corporate strategy 2004-2008 – the extent to which the strategy actually has been delivered through the annual management plans, the way in which the Agency used the resources at its disposal to do so (including for example the balance between in-house expertise, contractors and the resources of the Agency network) and the extent to which the Agency's Balanced Scorecard has allowed a clear monitoring of delivery; and,
- (ii) the *impact* of the Agency's corporate strategy – the extent to which the outputs and process of the corporate strategy have actually been used in relevant policy processes (directly or indirectly).

In assessing the impact of the EEA in terms of achieving significant and measurable improvement in Europe's environment through the provision of timely, targeted, relevant and reliable information to policy making agents and the public, it will be necessary for the contractor to have knowledge of European environmental (and policy-making) procedures, the EEA being but one actor in this field. The contractor will also have to consider in some cases activities begun by the Agency before the current strategy period since these are still in operation and often in information systems terms, the time frames for analysing impacts need to be longer than five years in order to get a sufficiently robust picture.

It would be an advantage for the contractor to be familiar with tools such as the DPSIR assessment framework, the model of different stages of the policy cycle and the approach adopted by the Agency for analysing the efficiency and impact of environmental policies. Many EEA publications have used the DPSIR framework since the late 1990s and in recent years the same approach has been increasingly used by many countries in Eionet.

The policy cycle model adopted by the EEA identifies six main stages in the policy cycle supported by data, information and knowledge: issue identification; issue framing; policy measure identification; policy measure development/adoption; policy measure implementation; policy measure effectiveness.³ The Agency's role as an information provider varies across this cycle and this should be reflected in the methodology proposed to evaluate EEA impact. For example, it may be the case that the contractor

³ http://reports.eea.europa.eu/brochure_2006_0305_111039/en/Effectiveness_FINAL_low-res.pdf

could propose case studies on impacts at different phases of the policy cycle and/or across different policy sectors.

In addition to the primary focus on efficiency and impact, the evaluation should also address the following two issues:

- (iii) the views of Agency stakeholders on the extent to which the Agency’s strategy is appropriately targeted on delivering policy-relevant information on priority environmental issues; and,
- (iv) the extent to which the Agency’s governance and network structures facilitate the Agency in achieving its mission.

The evaluation shall *inter alia* analyse the views of Agency stakeholders. Past evaluations conducted on behalf of the Agency have relied upon internet-based electronic survey tools addressed to key stakeholders. If the contractor requires assistance in the identification of Agency stakeholders, then the EEA and the Management Board of the Agency can be called upon to facilitate this (the EEA Management Board represents all the 32 EEA member countries and the European Community). Some stakeholders identified by the EEA Management Board will be involved in overseeing the evaluation through an effectiveness evaluation steering group.

Furthermore, the contractor is expected to apply the most suitable means and tools to conduct the evaluation such as: electronic surveys, in-depth interviews, organisation of focus groups, assessment of Agency and Management Board documents and field work.

The tenderer is asked to present a comprehensive evaluation proposal based on the above and addressing the following tasks (non-exhaustive list):

- Evaluation of individual programmes, projects or products emanating from the 2004-2008 corporate strategy;
- Evaluation involving more than one programme or project, directly or indirectly, from annual management plans for 2004, 2005, 2006 and 2007;
- Advice on performance indicators to benchmark Agency performance over time against its objectives.

The expected outputs shall be:

<i>What</i>	<i>Where</i>	<i>When</i>
Kick-off meeting with a presentation of the contractor’s preliminary considerations and proposed methodology	Evaluation steering group meeting in Copenhagen	9 October 2007
Presentation of a comprehensive evaluation methodology and first working assumptions	EEA Management Board seminar in Copenhagen	20 November 2007

Delivery of a progress report of about 20 pages	By email	12 February 2007
Presentation of the progress report	At the EEA Management Board meeting in Copenhagen	2 April 2008
Delivery of a final evaluation report draft of max. 60 pages, excluding annexes and including a 2-3 pages executive summary of the main findings, conclusions and recommendations	By email	6 May 2008
Presentation of the final report (about 30 pages)	At the EEA Management Board meeting in Copenhagen	18 June 2008

3.2. Related services

Based on the EEA's demand (framework element), the future contractor may be required to provide additional evaluation services including services emanating from the main evaluation. Implementation of such services is subject to specific contracts (see Annex III to the contract) which alone shall be binding on the Agency.

Additional evaluation services including services emanating from the evaluation set out under 3.1 above *inter alia*, could be:

- in-depth analyses of significant programme areas, projects or other activities including various aspects of *ex ante* assessment like problem analysis, needs diagnosis, appraisals, feasibility studies, experimental or pilot actions, cost-benefit analyses, foresight and trends studies, risk and impact assessments;
- assistance to the EEA for the preparation, design and conduct of further surveys, statistical analyses, other empirical work and methodological support;
- advice and support for the setting up, programming and managing of evaluation functions within the Agency;
- a pilot assessment of the costs and benefits of preparing a specific EEA report (to be identified). This could include a quantitative assessment of the financial costs of preparing and distributing the specific report, a qualitative (and to the extent possible also quantitative) assessment of the negative impacts and thereby costs to the environment in producing the report (from all phases of the life cycle) and a qualitative assessment of the indirect benefits to the environment from the report influencing policy making and citizens in Europe;
- organising a stakeholder forum on the new corporate strategy 2009-2013;
- mapping of stakeholder networks and channels to meet their information needs;
- assessing EEA ability to anticipate and manage current and emerging issues.

These services would be identified in discussions between the Effectiveness evaluation steering group mentioned above and the successful bidder in order to match priorities to available resources . Such services may be requested on the basis of a fixed amount of working days using the daily rates for 3.2.

The estimated value of the main service (3.1) is 200,000-220,000 EUR. The available budgetary envelope for related services (3.2) is 50,000 EUR maximum.

4. Prices

The prices quoted shall be all-inclusive, fixed and not subject to revision. Prices must be quoted in EUR.

The tenderer is expected to present its price proposal as indicated below (5.3.2: price table).

Under Articles 3 and 4 of the Protocol on the Privileges and Immunities of the European Communities and the Headquarters Agreement between the Agency and the Government of Denmark of 17 August 1995, the Agency is exempt from all charges, taxes and dues, including value added tax; such charges may not therefore be included in the calculation of the price quoted; the VAT amount must be indicated separately. The costs incurred in preparing and submitting tenders are borne by the tenderers and cannot be reimbursed.

5. Criteria

5.1 Exclusion criteria

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

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

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

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

Tenderers must provide a declaration on their honour, duly signed and dated, stating that they are not in any of the situations listed above (see Annex 1).

The tender to whom the contract will be awarded must provide evidence confirming the declaration referred to in the previous point.

The contracting authority shall accept as satisfactory the following evidence:

i) For points (a), (b) and (e) a recent extract from the judicial record, or failing that, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance showing that those requirements are satisfied.

ii) For point (d) a recent certificate issued by the competent authority of the State concerned.

Where the document of certificate referred above is not issued in the country concerned and for other cases of exclusion, it may be replaced by a sworn or, failing that, a solemn statement made by the interested party before a judicial or administrative authority, a notary or a qualified professional body in his country of origin or provenance.

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

(a) are subject to a conflict of interest;

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

5.2 Selection criteria

Selection criteria as specified in Section III.2 (Conditions for participation) of the Contract notice.

5.3 Award criteria

The contract will be awarded to the most economically advantageous tender in terms of the following criteria: the weight of technical merit is 50 % and the weight of price is 50 %.

5.3.1 Technical merit (100 points max./65 min.)

A. Quality of the evaluation approach and methodology (10 pages maximum.), also taking into account demonstrated knowledge of the role of the EEA and EU decision-making procedures. Maximum 50 points (min. 35);

B. Composition of the team reflecting the proposed methodology. Maximum 30 points (min. 20);

C. Working organisation and project management with regard to continuity, efficiency, timeliness and quality control of the services to be provided. Maximum 20 points (min. 10);

Tenders reaching the indicated minima will be ranked according to:

$$X(TM) = A + B + C$$

5.3.2 Price (100 points max.)

The tenderer shall quote a price for the main service (3.1) showing the daily rates for four different categories (project leader, senior consultant, junior consultant and assistant) and the numbers of days needed.

As to related services (3.2), the tenderer shall quote an average price based on daily rates for the same four categories.

The total price for 3.1 and 3.2 will be the basis of the price comparison whereby tenders will be ranked according to:

$$Y(P) = P_{min}/P \times 100$$

Price table

3.1 EEA Evaluation			
Category	Daily rate	Number of days	Subtotal
Project leader			EUR
Senior consultant			EUR
Junior consultant			EUR
Assistant			EUR
SUBTOTAL			EUR

3.2 Related services		
Category	Daily rate	Subtotal
Project leader		EUR
Senior consultant		EUR
Junior consultant		EUR
Assistant		EUR
SUBTOTAL[AVG]: $P_{PL} * 0.1 + P_{SC} * 0.4 + P_{JC} * 0.4 + P_A * 0.1 =$		_____ EUR
TOTAL (3.1 + 3.2 subtotals = P) =		_____ EUR

All fields are compulsory, non-compliance will lead to exclusion.

The Contract will be awarded to the technically compliant tender reaching the highest score \sum of **X + Y**.

6. Environmental considerations

The EEA runs a certified environmental management system (EMAS) and aims to minimise the environmental impact of all its activities, including those carried out under contract. The future contractor will, therefore, be requested to consider the EEA environmental management guidelines in the implementation of the contract, in particular, those relating to business travel/electronic means of communication, paper and energy consumption. Further information on the EMAS system can be found on the EEA homepage: <http://www.eea.europa.eu/documents/emas>.

Moreover, it is strongly recommended that tenders are submitted in an environmentally friendly way, e.g., by choosing a simple and clear structure (list of contents and consecutive page numbering), double-sided printing, limiting attachments to what is required in the technical specifications (no additional material) and avoiding plastic folders or binders.

7. Further information

Submitting an offer implies acceptance by the tenderer of all terms and conditions of the draft contract and its Annexes.

ANNEXES

Annex 1: Declaration on exclusion criteria

Annex 2: Identification sheet