



Request for Proposals

Description	External and Internal Evaluation of the European Centre of Excellence for Civilian Crisis Management e.V. (CoE)
Procurement type	UVgO (Tender in accordance with the Sub-Threshold Procurement Regulations)
Type of contract	Services
Contracting entity / beneficiary	European Centre of Excellence for Civilian Crisis Management e.V. Kurfürstendamm 201, 10719 Berlin Represented by its Director Dr Volker Jacoby
Website	European Centre of Excellence for Civilian Crisis Management (coe-civ.eu)
Description of services	External evaluation of both the results achieved so far and the organisational set-up of the CoE, to be conducted in the last quarter of 2024 and beginning of 2025. The evaluation shall help to take stock of what the CoE has been able to achieve as it enters its fifth year of existence.
Place of performance	Kurfürstendamm 201, 10719 Berlin, Germany and in virtual spaces
Performance period	Starting in November 2024; submission of the Final Report by 10 th February 2025
Deadline for submission of proposals	03 November 2024 (23:00 CET)
Request for clarifications	Until 24 October 2024, 16:00 CET
Award criteria	The contract will be awarded to the bidder offering the best price-quality ratio. Qualitative (70 %) and total price (30 %)
Requirements	Technical offer and price including: Understanding of the ToR, brief methodology, CV and references
Form in which tenders are to be submitted	Electronically in text form
Maximum budget available	EUR 23,000.00 gross
Enclosure	Terms of reference
Language	Bids shall be submitted in English
Data protection	All bidding documents will be treated confidentially.
Terms of payment	30% of total payment upon completion of the methodology and mapping (workplan) 30% of the total payment after conducting the evaluation 20% after submission of the draft final report and presentation of results 20% of total payment after submission of the final report

TERMS OF REFERENCE

Evaluation of the CoE's work results and achievements and its organisational set-up

Title:	Consultant to conduct an independent evaluation of the CoE's work results and achievements and its organisational set-up
Location:	CoE premises and consultant's office as well as virtual spaces
Duration:	November 2024 – 10 February 2025
Working days:	Max. 23,000 EUR gross

1 Brief description of the background

The European Centre of Excellence for Civilian Crisis Management (CoE) was founded by 14 EU Member States in 2020 under the German Presidency of the European Council and will complete its fifth year of existence in February 2025.

According to the statutes of the CoE, the purpose of the Association is to advance the civilian crisis management in the framework of the European Union (EU) as well as, more tangibly, further civilian Common Security and Defence Policy (CSDP). This shall be achieved in particular through the exchange of information on as well as the strengthening and development of civilian crisis management capabilities of Member States, with particular regard to the CSDP and with a view to a contribution to international peace and European security. To this end, practical aspects of civilian crisis management within the framework of the European Union and the North Atlantic Treaty Organisation (NATO) shall be further developed. International meetings, close cooperation and dialogue with other international partner organisations shall be promoted. The information gathered during dialogue and meetings will form the basis for seminars and workshops, the sharing of experience between members as well as the development of practical proposals to strengthen European civilian crisis management and thus to contribute to peace and European security. The Association is impartial and does not aim to pursue political activities and sovereign governmental functions.

A core task of the CoE is supporting its members in their national capability development processes to meet their respective commitments in the framework of the CSDP Compact, the first covering the period from 2018 to early 2023 and the new Compact the period from May 2023 to 2027. The CoE is primarily funded by the German Federal Foreign Office together with membership fees from its currently 23 members (out of the 27 EU Member States). The European Union, represented by the European External Action Service, and NATO, represented by its International Staff, are the CoE's so called "preferred partners". The staff of the CoE is composed of the director and 20 core staff as well as currently eight senior advisors seconded from Member States.

The CoE intends to conduct an external evaluation of both its results achieved so far and its organisational set-up, to be conducted in the last quarter of 2024 and beginning of 2025. The evaluation shall help to take stock of what the CoE has been able to achieve as it enters its fifth year of existence. This is considered particularly helpful with a view to spring 2025 with a new Director coming in when the term of the Founding Director comes to an end.

2 Aim of the evaluation

The aim of the assignment is to provide the CoE with an evaluation of its work results and achievements as well as the CoE organisational set-up. The period covered are the years 2023 / 2024 (obviously against the backdrop of the history of the CoE since its inauguration). It shall be used to inform internal discussions as well as discussions with EU Member States that are members of the CoE, the EEAS as well as the German Federal Foreign Office on how to develop the CoE and, possibly, identify areas to increase its effectiveness, efficiency, sustainability and its impact. The results of the evaluation, including the analysis and recommendations, shall support the new Director of the CoE in developing strategic plans for the coming five years of the CoE.

i. Specific questions related to the evaluation of CoE work results and achievements:

- Guiding principle of all bullet points below is the question what the work results and achievements of the CoE are, when benchmarking them against the purpose of the association.
- Are the CoE's measures and objectives suitable for achieving its purpose? Are objectives realistic and achievable? Is the work plan in its current form a suitable format for defining/agreeing these? What objectives should the CoE pursue in the medium and long term, in order to fulfil its purpose?
- Are CoE topics and mainstreaming issues chosen well?
- How is the Knowledge Hub perceived, does it provide added value for Member States and to what extent has it been used by members? How are the website and for example the CoE Map on the website perceived?
- Does the CoE with its services (such as workshops, fora, expert advice to individual members, women's mentoring programme) meet the needs of its members and have members made sufficient use of the services provided by the CoE?
- Does the CoE communicate with its members and preferred partners in the right way (frequency, regularity, granulation of information)?



- Does the set-up of the CoE in the triangle between Brussels (EU institutions and services), its members (23 out of 27 EU Member States) and EU Civilian CSDP missions work well (e.g. separation between members and EU MS, concept of “preferred partnership”)? Has the work of the CoE created added value to the existing structures?
- What can be said about the setup of secondment to the CoE? Does the CoE attract the right personnel in the right quantity? How do seconded personnel contribute to the CoE achieving its objectives?
- How could more secondment from CoE members be generated?
- Are gender issues mainstreamed in an efficient and effective manner into the work of the CoE?

ii. Specific questions related to the organizational set-up:

- Do the organisational structure (Director and Board, Heads of Sectors, Operations/OCF, Director’s Office, Administration), the distribution of work and responsibilities, the reporting lines, the information flow and the staffing of units best serve the work and purpose of the CoE? How satisfied are core staff and secondees with the work environment and organizational set-up, are their views being considered sufficiently?
- What is the experience of staff with the restructuring implemented in 2022 and/or any other managerial or team building decision or exercise?

3 Scope and schedule of the evaluation

Time period and components:

- | | |
|--------------------------------------------------------------|-------------------|
| • Preparation (familiarisation with context, documents etc.) | Nov 2024 |
| • Preparation of the evaluation (actor mapping, methodology) | Nov 2024 |
| • Conducting the evaluation | Nov/Dec 2024 |
| • Analysis of results | Dec 2024/Jan 2025 |
| • Submission of Draft Final Report, presentation of findings | By 20 Jan 2025 |
| • Submission of the Final Report | 10 Feb 2025 |

4 Target groups

- CoE stakeholders (Members, German Federal Foreign Office, EEAS (SecDefPol, PCM, CPCC), NATO, EU Civilian CSDP missions, former staff members).
- Staff (core staff, seconded senior advisors – including former staff).

5 Methodology

The evaluation shall be conducted based on questionnaires and interviews in person as well as virtually with representatives of relevant target groups (individually; in focus groups) whilst taking into account the important background information (for instance statutes, website including the

CoE's Knowledge Hub and publications), social media engagement, grant agreements, annual work plans, logframes, narrative report on expenditures, protocols of General Meetings, Civilian CSDP Compacts (2018 and 2023), Germany's National Implementation Plan under the first Civilian CSDP Compact, reports on CoE events and other activities (such as the women's mentoring programme), internal CoE Gender Strategy and Action Plan, previous assessment that led to organisational restructuring (incl. related ToRs) etc. All relevant documents will be made available to the consultant in one digital data space. An appropriate methodology shall be identified by the consultant at the beginning of the evaluation based on the draft outline of the offer and refined in communication with CoE staff.

6 Deliverables

The consultant shall develop a brief methodological concept and an actor mapping and present it to the Senior Management Team (SMT). After conducting the evaluation, the consultant shall present an analysis of the results to the CoE's SMT and the German Federal Foreign Office and compile a draft report with findings and recommendations for their attention and comments. After discussion, the consultant shall prepare the final report. This report shall contain an executive summary making reference to the evaluation methodology, the findings and the recommendations as well as an annex with information on documents used, conversations had etc. The report will be shared with the CoE members and the German Federal Foreign Office.

7 Payment schedule

30% of total payment upon completion of the methodology and mapping (workplan).
30% of the total payment after conducting the evaluation.
20% after submission of the draft final report and presentation of results.
20% of total payment after submission of the final report.

8 Guiding principles and values

It is expected that the consultant respects any request for anonymity of responses or confidentiality of data/information. The consultant shall carry out the work strictly independently and disclose any relationship with stakeholders or staff. All gathered documents shall be treated as confidential by the Consultant.

9 Tasks and responsibilities of the consultant

- Gain insights into the CoE context, history and developments.

- Become familiar with relevant documents, reports, data and analysis, including the reference sources mentioned before and, in liaison with the CoE leadership, identify the most relevant topics and focal areas for the evaluation.
- Provide an actor mapping of all relevant CoE stakeholders to be involved in the evaluation (identify relevant stakeholders for the evaluation in close collaboration with the CoE's SMT, such as core and seconded staff members, CoE members (agencies, ministries), preferred partners, others).
- Develop a methodology for the evaluation, i.e. draft an outline of which method(s) (interviews, questionnaires, Focus Group Discussions (FGDs), etc.) to use with which actor, and select the appropriate mix of methods together with the CoE's SMT.
- Develop a guideline for relevant aspects to evaluate (e.g., achievements and work results, activities, member outreach, organisational set-up; development of work plan and formats/templates; roles, responsibilities and job profiles at the CoE; devolution of tasks and participation in processes; communication fora (Jours Fixes, meeting structures etc.) and communication processes; composition of the team[s], team culture). Agree the guideline with the SMT.
- Prepare the methods and questions accordingly for both parts (e.g. interview schedule, questionnaire).
- Conduct the interviews, questionnaires, FGDs etc.
- Analyse the results, interpret them, formulate recommendations and prepare digestible input to the SMT (PPT, graphs, overviews or similar).
- Check the analysis for consistency with the CoE rules of procedures and the statutes.
- Present findings in a draft report for discussion and comments to the SMT and the German Federal Foreign Office.
- Compile a final report in English with the findings and tangible recommendations what to improve and how for the perusal of the entire CoE team as well as members and preferred partners.

10 Necessary qualifications

- Academic background (relevant bachelor's or master's degree as a minimum) in a sector relevant for this evaluation
- Minimum of 10 years of professional experience in an international environment, preferably with experience in security and crisis management, peacebuilding or similar and/or an organization working with EU institutions and Member States
- Minimum of 5 years of experience in Monitoring and Evaluation
- Strong expertise in conducting an evaluation in complex contexts
- Proven ability to use a variety of techniques and methodologies for an evaluation
- High competence in analysing and interpreting an organisational structure
- Solid knowledge in organisational development, process thinking, change management or similar

- Strong expertise in analysis and interpretation of results and their presentation
- Excellent report writing skills
- Professional fluency in written and spoken English
- Demonstrated gender awareness and sensitivity, and an ability to integrate a gender perspective into tasks and activities.

11 Application procedure

The application documents must be submitted no later than **3 November 2024 (23:00 CET)** in electronic format to the following address: vergabe@coe-civ.eu specifying “Consultant – External Evaluation” in the subject line.

The application should include:

A) A technical offer including:

- Understanding of the Terms of Reference and the issues at stake (maximum 1 page)
- A brief description of the methodology suggested describing your overall approach, outline for the work plan and evaluation methodology (maximum 3 pages, to be then further refined at the start of the assignment)
- Relevant experience: Provide details of assignments of similar scope, complexity and nature you have worked on previously
- Three references of evaluations conducted in the last 5 years
- Curriculum vitae of consultant
- Detailed timeline of key activities.

B) A financial offer including

- A line-item budget: the cost estimation should be presented in Euros (including VAT). The bidder should include their proposed daily rate, including all costs.

The maximum budget available for conducting this evaluation is **EUR 23,000 gross**.

All expenses incurred by the Consultant (travel, administrative, communication etc.) shall be covered by the daily rate.



13 Timetable for the application procedure

	Date	Time
Deadline for requesting clarifications	24 October 2024	16:00 CET
Deadline for submission of offers	03 November 2024	23:00 CET
Evaluation of offers	04-07 November 2024	
Notification of award to the successful bidder	08 November 2024	
Signature of contract	12 November 2024	

Offers will be accepted from individual consultants as well as from commercial companies, NGOs or academics. Final payment is dependent on the submission and approval of the final report.

14 Consultant selection criteria

The contract will be awarded to the bidder offering the best price-quality ratio.

To determine the tender offering the best price quality/ratio, tenders will be evaluated on the basis of the following criteria:

Qualitative award criteria (Q)	Maximum score
1. Understanding of the ToR	10
2. Approach, work plan and methodology	50
3. Relevant experience in similar assignments	20
4. CV and qualifications	20
Total	100

The tender with the lowest price receives 100 points. The others are awarded points by means of the following formula:

$$\text{Financial score} = \frac{\text{Cheapest total price}}{\text{Price of offer under consideration}} \times 100$$

The best price-quality ratio is established by weighing quality against price on a 70/30 basis.

$$\text{Final Score} = Q_s (\text{qualitative score}) \times 0.7 + F_s (\text{financial score}) \times 0.3$$