



EIGE/2012/OPER/25

TENDER SPECIFICATIONS

Review of the Institutional Capacity and Effective Methods, Tools and Good Practices for Mainstreaming Gender Equality in a few Selected Policy Areas within the European Commission, the EU Member States and Croatia

OPEN PROCEDURE

These tender specifications provide detailed instructions and guidance to tenderers regarding the offer they should submit and serve as the contractor's mandate throughout the project implementation. The purpose of the specifications is to ensure that the project is properly understood by the selected contractor. They will become part of the contract that may be awarded as a result of this tender.

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1 TECHNICAL SPECIFICATIONS

1.1 TITLE OF THE STUDY

Review of the Institutional Capacity and Effective Methods, Tools and Good Practices for Mainstreaming Gender Equality in a few Selected Policy Areas within the European Commission, the EU Member States and Croatia

1.2 CONTRACTING AUTHORITY

The European Institute for Gender Equality (hereafter referred to as "EIGE" or as "the Institute"), a regulatory agency of the European Union, was created by Regulation (EC) No 1922/2006 (hereafter referred to as "the Founding Regulation") of the European Parliament and of the Council of 20 December 2006¹. EIGE's mandate, as per the Founding Regulation, is to contribute to gender equality by promoting and strengthening gender mainstreaming initiatives in all European Union (EU) policies and resulting national policies, and the fight against sex-based discrimination, while also raising EU citizens' awareness about gender equality by providing technical assistance to European Union institutions, in particular the Commission, and Member States authorities².

In order to meet these objectives, the Institute is tasked with specific duties such as developing, analysing, evaluating, and disseminating methodological tools so as to integrate gender equality into all European Union policies and subsequent national policies.

Within the scope of its mandate, the Institute provides technical support to the rotating presidency of the Council of the European Union as part of the ongoing follow-up to the Beijing Platform for Action (BPfA) adopted at the United Nations World Conference on Women in 1995³. In an effort to regularly and systematically monitor and assess the implementation of the BPfA, Member States taking up the Presidency of the Council of the EU, select one of the twelve critical areas of concern identified in the Beijing Declaration and develop EU-wide indicators and benchmarks for the BPfA implementation review.

The forthcoming Lithuanian Presidency of the Council of the EU (hereinafter "the Lithuanian Presidency") in 2013 has chosen area H of BPfA to assess progress made on Institutional Mechanisms for the Advancement of Women. In support of the Lithuanian Presidency, EIGE has already commissioned a research study to review the indicators previously adopted by the Council of the EU in 2006 in this area (hereinafter "Report on area H of BPfA") and collect benchmarking information to analyse its current state of implementation in the EU Member States and Croatia. As a result, it will include a comprehensive mapping out of existing machineries, structures and bodies at different levels and branches of government, as well as outside government. Commitment, structures and methods for mainstreaming gender equality in all EU Member States and Croatia will also be taken into consideration. Furthermore, it will identify institutional arrangements such as action plans or strategies for the promotion of wide-ranging sectoral and cross-sectoral policy goals and disaggregated data-collection strategies.

¹ Regulation (EC) No 1922/2006 of the European Parliament and of the Council of 20 December 2006 on establishing a European Institute for Gender Equality, OJ L 403, 30.12.2006, p. 9. Available at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2006:403:0009:0017:EN:PDF>.

² Article 2, Idem 2

³ The Beijing Platform for Action (PFA), which was adopted by consensus at the UN Fourth World Conference on Women in Beijing 1995 calls upon Governments, the international community and civil society to take strategic action in 12 critical areas of concern; (A) Women and poverty, (B) Education and training of women, (C) Women and Health, (D) Violence against women, (E) Women and armed conflict, (F) Women and the Economy, (G) Women in power and decision-making, (H) Institutional mechanisms for the advancement of women, (I) Human rights of women, (J) Women and the media, (K) Women and the Environment, (L) The girl-child.

In addition to this report, EIGE will also support the Lithuanian Presidency by launching this invitation to tender for a services contract regarding the Review of the Institutional Capacity and Effective Methods, Tools and Good Practices for Mainstreaming Gender Equality in a few Selected Policy Areas within the European Commission, the EU Member States and Croatia. The study commissioned through this invitation to tender will complement the information collected in the aforementioned Report on area H of the BPfA for the Lithuanian Presidency⁴.

1.3 BACKGROUND INFORMATION

INTRODUCTION

Equality between women and men is a fundamental EU value that is enshrined in its treaties⁵ and in the *Charter of Fundamental Rights of the European Union*. The general means to applying this value into practice has largely been through a mainstreaming approach across all implemented EU policies.

The European Union is based upon the fundamental importance of human rights and values, including the right to equality between women and men. The Treaty on European Union (2010) stipulates in its article 2⁶ that "the Union is founded on the values of respect for human dignity, freedom, democracy, equality, the rule of law and respect for human rights, including the rights of persons belonging to minorities. These values are common to the EU Member States in a society in which pluralism, non-discrimination, tolerance, justice, solidarity and **equality between women and men** prevail."

Consequently, the Commission's Strategy for Equality between Women and Men 2010-2015 pays particular attention to the governance and tools of gender equality as a horizontal issue, and entrusts EIGE with the important task of supporting implementation review of the BPfA.⁷

GENDER MAINSTREAMING

Gender mainstreaming is a globally accepted strategy for attaining the goal of *gender equality*. Gender mainstreaming should rightly be termed 'gender equality mainstreaming' to refer to the strategy that advances gender equality both within organizations internally and throughout their external areas of intervention. As such, it was adopted as a major strategy at the Fourth World Conference of Women in 1995 to address the perceived failure of previous strategies, such as women-specific projects, to bring about significant changes in women's status. It was designed to bring gender equality issues into the core of policy-making process. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. There is a continued need, however, to complement the gender mainstreaming strategy with targeted interventions to promote gender equality and women's empowerment, particularly where there are glaring instances of persistent discrimination of women and inequality between women and men.

The achievement of equality between women and men should not be seen in isolation as a women's issue. The Platform for Action emphasises that women share common concerns that can be addressed only by working together and in partnership with men towards the common goal of

⁴ <http://www.eige.europa.eu/content/eige-2012-oper-20>

⁵ Articles 2 and 3(3) TEU and Article 8 TFEU.

⁶ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2010:083:0013:0046:en:PDF>

⁷ *The Commission will promote full implementation of the Beijing Platform for Action including the development and updating of indicators, with the support of the European Institute for Gender Equality*. (Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Strategy for equality between women and men 2010-2015. SEC(2010) 1079 SEC(2010) 1080, page 12)

gender equality around the world⁸. Following the approach of the European Commission's Strategy for Equality between Women and Men 2010-2015, EIGE will integrate work with men and gender equality as a horizontal issue.

The commonly accepted and most widely used definition of gender mainstreaming is the one adopted by the United Nations' Economic and Social Council: "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality." (UN ECOSOC, 1997)

According to the Council of Europe, "*Gender mainstreaming is the (re)organisation, improvement, development and evaluation of policy processes, so that a gender equality perspective is incorporated in all policies at all levels and at all stages, by the actors normally involved in policy-making*"⁹ (1998: 15). This definition has been widely adopted "because it accentuates gender equality as an objective, and not women as a target group, and because it emphasizes that gender mainstreaming is a strategy. [...]The essential element in this definition of the strategy of gender mainstreaming is its accent on what needs to be changed, targeting policy processes as the main change object. Gender mainstreaming, according to this definition, is about (re)organising procedures and routines, about (re)organising responsibilities and capacities for the incorporation of a gender equality perspective"¹⁰.

The European Commission adopted the gender equality mainstreaming approach in 1996, as an addition to the equal opportunities policy. It is thus an integrated dual approach: "Gender mainstreaming involves not restricting efforts to promote equality to the implementation of specific measures to help women, but mobilising all general policies and measures specifically for the purpose of achieving equality by actively and openly taking into account at the planning stage their possible effects on the respective situation of men and women (gender perspective). This means systematically examining measures and policies and taking into account such possible effects when defining and implementing them"¹¹.

In the same vein, Article 8 of the Treaty on the Functioning of the European Union (TFEU, 2009)¹² clearly specifies that "in all its activities, the Union shall aim to **eliminate inequalities, and to promote equality, between men and women.**"

EU COMMITMENT TO THE BEIJING PLATFORM FOR ACTION

The 4th World Conference on Women, held in Beijing in 1995, officially adopted the *Beijing Declaration and Platform for Action for Equality, Development and Peace*¹³. Thus far all 27 EU Member States and Croatia have signed the document and recognised their responsibility to take actions towards implementing the BPfA. In December 1995, the European Council affirmed the European

⁸ Resolution adopted by the General Assembly on the report of the Ad Hoc Committee of the Whole of the Twenty-third Special Session of the General Assembly (A/S-23/10/Rev.1). S-23/3.

⁹ http://www.gendermainstreaming-planungstool.at/_lccms_/downloadarchive/00003/Europarat.pdf

¹⁰ Verloo, M. (2001). Another Velvet Revolution? Gender mainstreaming and the politics of implementation, IWM Working Paper No. 5: Vienna

¹¹ European Commission (1996), Incorporating equal opportunities for women and men into all Community policies and activities COM(1996) 67 final

¹² The Treaty on the Functioning of the European Union (TFEU, 450Kb PDF) came into force on 1 December 2009 following the ratification of the Treaty of Lisbon, adding the non-discrimination principle (Article 10 TFEU) and equality between women and men (Article 8 TFEU) to the values of the European Union.

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2008:115:0047:0199:EN:PDF>

¹³ Beijing Declaration and Platform for Action at <http://www.un.org/womenwatch/daw/beijing/platform/>

Union's commitment towards the BPfA and expressed its intent to assist its implementation across the EU Member States on a yearly basis. Since 1999, successive Presidencies of the Council of the European Union developed quantitative and qualitative indicators to monitor progress towards the fulfilment of the BPfA goals at the EU level. In doing so, two overview reports were produced: *Beijing +10. Progress Made within the European Union* by the Luxembourg Presidency of the Council of the European Union in 2005¹⁴ and *Beijing+15: The Platform for Action and the European Union* by the Swedish Presidency in 2010.¹⁵

INSTITUTIONAL MECHANISMS FOR GENDER EQUALITY

National mechanisms for gender equality are traditionally regarded¹⁶ as the central policy-coordinating unit(s) inside a governmental administration with the main task of supporting the mainstreaming of a gender equality perspective throughout all government-wide policy areas. In the BPfA, even though the expression "mechanisms for the advancement of women" is retained as the title of the so-called critical area, the substance of their mandate goes beyond this view, extending to gender equality and the mainstreaming of such a dimension into general policies. In addition to this, EIGE sets out to work with institutional structures created to involve men in gender equality and to make masculinities related issues explicit within the existing policy making. To avoid ambiguity, this document does not use the term "institutional mechanisms for the advancement of women". It uses the term "institutional mechanisms" to mean "institutional mechanisms for *gender equality*."

In 2006, the Finnish Presidency of the Council of the EU undertook a comprehensive study on existing institutional mechanisms of the Member States. In regard to gender mainstreaming, the Council called¹⁷ on all Member States to not only monitor and evaluate the concrete implementation of this commitment but to also further develop coordinating structures that have a clear mandate to implement a gender mainstreaming strategy throughout governmental administration, including regional and local government and public institutions, and monitor activities accordingly. The Council of the EU additionally urged Member States and the Commission to improve and strengthen the development and regular use of mainstreaming methods, particularly gender budgeting and gender impact assessment, when drafting legislation, policies, programmes and projects.

In 2010, the EU-level implementation of the BPfA underwent a thorough review carried out during the Swedish Presidency of the Council of the European Union. Building on previous follow-up reports to the EU in 2000 and 2005, the "Beijing + 15: The Platform for Action and the European Union" report¹⁸ describes the development of institutional gender mechanisms within the EU Member States as well as the development of indicators in this particular critical area of concern (H).

The Council conclusions regarding the BPfA implementation review, 'Beijing +15: a Review of Progress'¹⁹, stressed that while gender equality and gender mainstreaming are recognised in the Lisbon Strategy as essential for progress, gender equality mainstreaming is not sufficiently implemented across policy domains. The Council called on Member States and the Commission to mainstream gender equality in a more systematic way within legislative, financial and other key processes, strategies, programmes and projects in different policy fields²⁰. The Council emphasised

¹⁴ <http://ec.europa.eu/social/BlobServlet?docId=3683&langId=en>

¹⁵ <http://www.eige.europa.eu/content/document/beijing-15-platform-action-and-european-union-report-swedish-presidency-council-eur>

¹⁶ Paragraph 201 of the BPfA, such as a Ministry, Department, or Office.

¹⁷ <http://register.consilium.europa.eu/pdf/en/06/st14/st14376-ado1.en06.pdf>

¹⁸ <http://www.eige.europa.eu/content/document/beijing-15-platform-action-and-european-union-report-swedish-presidency-council-eur>

¹⁹ <http://www.consilium.europa.eu/uedocs/NewsWord/en/lisa/111584.doc>

²⁰ including economic policy and integration policies, in the Open Method of Coordination for both employment and for social protection and social inclusion, the Renewed EU Sustainable Development Strategy, the Framework of European

the importance of effectively assessing the impact of gender mainstreaming in all these fields and encouraged the systematic use of the indicators developed for the follow-up to the BPfA in all relevant policy areas and processes.

According to the Second Ex-Ante Evaluation of EIGE conducted in 2011, gender inequalities persist in most social policy areas across Europe and a very uneven capacity of Member States to deal with the various components of gender equality hampers progress.

Institutional capacity for gender mainstreaming

Institutional capacity refers to a set of characteristics of public organisations related to the performance and the success of public policies. The concept of "capacity" concerns the attention to the development of strategies and competences to maximise the opportunities for programme effectiveness²¹.

Institutional Capacity involves several dimensions that impact the uptake of gender mainstreaming methods, tools and practices by the inter-play within and between them. Those dimensions include: human resources, their technical knowledge and skills; intra-organisational processes, systems, cultures and resources; inter-organisational agreements, relationships and consultative networks; and external institutional rules and mandatory and voluntary incentives schemes to foster change. Organisational growth requires capacity building strategies to improve existing institutional capacity.

The primary purpose of an institutional capacity assessment is to identify elements that should be a priority for subsequent capacity building activities. Identification of such elements is the first step in developing a prioritised action plan to drive gender mainstreaming within the institution.

EIGE'S WORK ON METHODS, TOOLS AND GOOD PRACTICES FOR MAINSTREAMING GENDER EQUALITY

In 2011, EIGE initiated the collection and analysis of tools and methods used by EU Institutions and Member States for gender equality work with the aim of identifying and optimising the use of available resources across the EU. The information is foremost made available to policy-makers—but also to all relevant stakeholders and the general public—in order to better inform sectoral and cross-sectoral policy making at local, regional and national level.

The methods and tools gathered through different thematic research reports are feeding the electronic database of EIGE's Resource and Documentation Centre (RDC). The database will systematically present the resources collected from the EU Institutions and the EU Member States on different topics, and, at a later stage, additionally collect information from other intergovernmental institutions and enlargement countries.

Methods and tools for mainstreaming gender equality

A variety of methods and tools have been developed over the years to mainstream a gender equality perspective into policy processes and to integrate a gender equality dimension into concrete policies. In general terms, they do not differ from those normally used in the policy process but need to be redesigned and adapted to the needs of mainstreaming.

Tools are to be understood as **operationalized instruments**, which can be used separately or combined together to shape largely different programmes, in terms of aims, approaches and dimensions. The term "methods" relates to **general methodological approaches** that facilitate the integration of gender into policies and programmes. They utilise different tools in a strategic way

cooperation, the youth field, external and development policies, and the European Security and Defense Policy, especially in the context of the United Nations Security Council Resolutions 1325, 1820, 1888 and 1889.

²¹http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/sourcebooks/themes_policy/themes/institutional_capacity/description_en.htm

and propose coherent systems (or elements of a system) for mainstreaming gender equality. Again, they can be combined together to collect information, enhance knowledge and shape largely different programmes.

Examples of tools and methods for the gender mainstreaming policy development and implementation include²²: best/good practices, books and reports, communities of practice, consultations, courses, lessons and seminars, databases, guidance packages, manuals, monitoring and evaluation tools, networks and networking, observatories, on-demand services, research and data collection, standards minimum, training, training of trainers (ToT) and training materials, web-based discussion spaces and thematic websites, equal rights/women's rights approach, gender-based analysis, gender budgeting, gender impact analysis/assessment, integration of gender into a project cycle, intersectional approach, monitoring and evaluation, and multi-stakeholders approach.

The tools and methods that EIGE focuses on abide by the Council of Europe's proposed classification in "Gender Mainstreaming: Conceptual framework, Methodology and Presentation of Good Practices"²³. Techniques and tools are defined as "(...) *groups or types of means to put the gender mainstreaming strategy into practice, i.e. to (re)organize, improve, develop and evaluate policy processes in order to incorporate a gender equality perspective*" and categorized as **analytical, educational, consultative** and/or **participatory**.

Given the heterogeneous nature of gender equality concepts and outcomes, by default approaches to mainstreaming may also vary as well as, accordingly, the selection of appropriate tools and methods for its implementation. In addition to important prerequisites²⁴, such as political will, it is thus imperative to develop a gender equality policy, to produce gender-sensitive data and statistics and to train staff in the use of appropriate tools and instruments.

Relevant literature and EU official documents acknowledge gender impact assessment, gender budgeting, gender training, and evaluation as methods and tools commonly used to implement gender mainstreaming strategies. In 2006, the Council of the EU²⁵ urged all Member States and the Commission to improve and strengthen the development and regular use of specific mainstreaming methods, underscoring the use of gender budgeting and gender impact assessment when drafting legislation, policies, programmes and projects. Moreover, the European Commission specially encourages evaluation processes as a method to implement gender mainstreaming strategies²⁶.

Gender Impact Assessment

Before the European Commission proposes new initiatives it needs to assess the potential economic, social and environmental consequences of these actions. The Commission Impact Assessment (IA) follows an integrated approach which was introduced in 2002. It replaces the previous single-sector type assessments and assesses the potential impacts of new legislation or policy proposals in **economic** (including competitiveness), **social**, and **environmental** fields.

It consists of a **balanced** appraisal of all impacts, and is underpinned by the principle of proportionate analysis, whereby the depth and scope of an impact assessment, and hence the resources allocated to it, are **proportionate** to the expected nature of the proposal and its likely impacts. Wide-ranging consultation with stakeholders is an integral part of the impact assessment

²² The list was created for PRAGES Programme – Guidelines for Gender Equality Programmes in Science, http://cordis.europa.eu/search/index.cfm?fuseaction=result.document&RS_LANG=DE&RS_RCN=11485582&q

²³ http://www.coe.int/t/dghl/standardsetting/equality/03themes/gender-mainstreaming/EG_S_MS_98_2_rev_en.pdf

²⁴ Council of Europe (1998) Gender Mainstreaming: Conceptual Framework, Methodology and Presentation of Good Practices. Council of Europe. EG-S-MS (98) 2 rev. Council of Europe (2004) Stocktaking study on the effective functioning of national mechanisms for equality between women and men (document CDEG(2004)19)

²⁵ <http://register.consilium.europa.eu/pdf/en/06/st14/st14376-ado1.en06.pdf>

²⁶ http://ec.europa.eu/justice/gender-equality/tools/index_en.htm

approach²⁷. IA assignments need to be conducted in conformity with the Commission Impact Assessment guidelines.

Policy decisions that appear gender neutral may have a differential impact on women and men, even when such an effect was neither intended nor envisaged. Gender Impact Assessment (GIA) is carried out to avoid unintended negative consequences and improve the quality and efficiency of policies.

GIA is the core tool for implementing gender mainstreaming²⁸. It helps to estimate the different effects (positive, negative or neutral) of any policy or activity implemented in terms of gender equality. GIA should be carried out at an early stage in the policy decision-making process (before the approval and implementation of a legislative measure or a programme) so that the policy can be adapted or reoriented. This is especially true in case of neutral or negative effects, helping the decision-makers to choose between alternative scenarios (derived from differing estimates of the gender outcomes of the actions to be launched); alternative programmes and projects; or alternative methodologies for carrying out the same Programme or Project.

The elements identified by GIA can be also used at the end of the policy cycle, during ex post evaluation, in order to make a comparison with the outcomes actually reached.

Good Practices

Good practices are often used for **promoting gender equality and sharing experiences** on mainstreaming gender into the policies and programmes within EU Institutions and Member States. Documenting good practices entails recording positive steps made towards achieving gender equality. Upon identifying the key mechanisms of the practice and interpreting the contexts in which they work and do not work, only then should *good* practices be recognized and disseminated as such.

The term “good practice” in gender mainstreaming should thereby refer to any experience/initiative displaying techniques, methods or approaches which function in a way that produce effects and results coherent with the definition of gender mainstreaming. It should also deliver *transformative* results. Under these conditions the practices will thus deserve to be disseminated and proposed to other organizational contexts.

Given EIGE’s understanding of good practices in gender mainstreaming, general pre-requisites for the selection of potential good practice examples include:

- A fully implemented practice and/or one that has been implemented for an extended period of time that provides evidence of substantial results;
- Clearly defined evidence of transferability elements that demonstrate a potential for feasible replication or up-scaling;
- An already documented body of work must exist on this practice which gives proof of an on-going lesson-learning process by the individuals/organization implementing it;
- A practice that is a part of a larger gender equality mainstreaming strategy.

Additional criteria for assessing the merits of a good practice can be developed on an ad-hoc basis, such as OECD-DAC²⁹ evaluation standard criteria of relevance, efficiency, effectiveness,

²⁷ <http://ec.europa.eu/social/main.jsp?catId=751&langId=en&newsId=935&furtherNews=yes>

²⁸ http://ec.europa.eu/regional_policy/sources/docgener/evaluation/evalsed/sourcebooks/method_techniques/conducting_impact_assessments/gender/description_en.htm

²⁹ <http://www.oecd.org/dac/2754804.pdf>

<http://www.oecd.org/investment/aidstatistics/officialdevelopmentassisteddefinitionandcoverage.htm>

impact and sustainability, or other specific criteria, i.e. equality, participation, social transformation, inclusiveness, empowerment, etc.³⁰

1.4 RATIONALE FOR THE STUDY

Gender equality is defined as a political goal that could be met via a variety of normative understandings and policy initiatives. Gender mainstreaming, in particular, is the dominant strategy for implementing gender equality goals.

Although gender mainstreaming is adopted as a strategy by most Member States, it is not done uniformly. There are differences both in the ways in which gender mainstreaming is structured and implemented. Existing information on the structures, techniques and steps taken towards mainstreaming a gender equality dimension does not give any specific information about the results of gender mainstreaming.

Gender mainstreaming approaches are also highly dependent on the ways in which Member States articulate their problems, visions and priorities concerning gender equality. To clarify their intentions, it is imperative that each Member State make explicit the relationship between their definition of gender equality and the content of their mainstreaming strategy. A quantitative and qualitative analysis of the mainstreaming implementation is equally necessary in order to build up a sound body of evidence on the effectiveness of the strategy at integrating gender equality goals across all policy areas.

Full inclusion of a gender equality perspective in policy-making contains the promise of a profound, structural change whose delivery needs to be carefully examined. Mainstreaming gender equality principles may certainly transform organizations in “a gender equal way”. However, the elusive and competing nature of power structures may interplay to the extent that changes can become meaningless, institutional norms can remain unchallenged and structural inequalities between women and men unaddressed.

The Swedish Presidency (2009) report on the Beijing +15 implementation review in EU member countries admonishes that “it is important not to take a linear development for granted in the implementation of gender mainstreaming and the overall institutionalization of gender equality machineries.”

At the level of EU institutions, the report states that while the process of embedding the gender mainstreaming strategy seems to be on track, progress to date is rather piecemeal. It also highlights the importance of consolidating and further developing gender mainstreaming efforts in order to encompass services and policy sectors which so far have remained untouched.

At the Member States level, implementing a gender mainstreaming strategy may adopt a variety of formulas producing distinctive impacts: in the drafting of laws, programs and projects, and/or throughout the whole policy-making process. The report concludes that there is a need for more qualitative analysis on the practical implementation of gender mainstreaming in different policy areas, including both the content and the techniques for mainstreaming gender equality.

This is a foundational study that will provide the basis of further EIGE’s work on gender mainstreaming. The mapping-out of existing institutional mechanisms and the assessment of institutional capacity will lay the basis for future projects and institutional cooperation. On a more specific note, as EIGE’s mandate includes the development of appropriate methodological tools for the integration of gender equality into all EU policies, the Institute’s current work on methods and tools focuses on first assessing the extent to which different means are effectively used for mainstreaming gender equality. EIGE considers the evaluation and strengthening of existing

³⁰ Their use is strongly encouraged by UNEG (UN Evaluation Group). Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=980

methods and tools as a first step towards the design of specific methodological tools for gender mainstreaming.

In light of these factors, the actual adequacy of existing institutional capacity and the effectiveness of the methods and tools used for mainstreaming gender equality throughout all policies and interventions—as it is understood and implemented today in the European Commission, the EU Member States and Croatia—merit deeper examination.

1.5 PURPOSE, OBJECTIVES AND EXPECTED USE OF THE STUDY

The overall objective of the study is to gather information and evidence for strengthening the mainstreaming of gender equality into selected European Union policies and subsequent national policies.

This study sets out to enable engagement of the European Commission and EU Member States through a reflection on ways to increase their institutional capacity and to effectively mainstream a gender equality dimension in a specific policy area. The study findings and conclusions will capacitate EIGE to better support the implementation of effective methodologies for mainstreaming gender equality across the EU. It will guide EIGE's work plans and inform strategic decisions.

Throughout its activities, EIGE intends to make available and widely disseminate a full array of methods and tools for mainstreaming gender equality across sectors with the goal of supporting a more effective implementation of the gender equality strategy in the EU. Alongside the Report on area H of BPfA for the Lithuanian Presidency, the study will first map out, as systematically as possible, both the institutional mechanisms and the methods and tools used for mainstreaming gender equality in the European Commission, the EU Member States and Croatia, with an emphasis on the regional dimension of institutional mechanisms for gender equality. Subsequently, the analytical component of the study will focus on assessing the institutional capacity to effectively mainstream a gender equality perspective in a variety of policy sectors and at all stages of the policy and project cycle across the EU. As a follow-up, the study will analyse and summarise the achievements the European Commission and the EU Member States have made so far in using gender impact assessment as a tool for mainstreaming gender equality in a selected policy area.

In order to meet EIGE's mandate to develop, analyse, evaluate and disseminate methodological tools in order to support the integration of gender equality into all European policies and the resulting national policies, the study will have a strong formative element which will result in the production of knowledge-based products, including a collection of good practices and guidelines, aiming to support gender mainstreaming and, specifically, the use of gender impact assessment in a selected policy area.

Specific **objectives** of the study include:

Objective 1

To make available information on institutional capacity for mainstreaming gender equality in the European Commission, the EU Member States and Croatia available

Objective 2

To increase the knowledge on methods, tools and practices for mainstreaming gender equality in the European Commission, the EU Member States and Croatia

Objective 3

To promote the use of Gender Impact Assessment (GIA) as a tool for mainstreaming gender equality into a selected policy area in the European Commission, the EU Member States and Croatia

Intended users of the study findings, conclusions and recommendations are policy makers at every level of the EU, i.e. senior management and programme staff in all institutional mechanisms for gender equality in the European Commission and the EU Member States. Other important gender equality stakeholders, such as women's groups, civil society organizations, academia, supporters and practitioners, will also be able to make use of the findings and benefit from the access to knowledge-based products developed as a result of this study.

1.6 SCOPE OF THE STUDY

In order to contribute to EIGE's task of collecting and disseminating relevant information on gender equality in the EU, this study will constitute a building block in the overall mapping out and understanding of organizational forms, mechanisms, approaches, policies and strategies for mainstreaming gender equality in the European Commission, the EU Member States and Croatia.

In this regard, it aims at complementing the review of progress of implementation on area H of BPfA, by building on its insights and findings while simultaneously widening the scope to include a stock-taking exercise of gender mainstreaming methods and tools for mainstreaming gender equality across sectors.

The study shall firstly provide information on gender equality and gender mainstreaming institutional mechanisms, including main actors, structures, institutional arrangements, and methods and tools in the European Commission, the EU Member States and Croatia. The first part of the study shall be complemented by the collection and classification of information on methods, tools and practices for gender mainstreaming in a variety of policy sectors across the EU. Both parts will encompass an analytic overview to put the collection of information in context. They will include a meaning-making analysis of the institutional capacity for gender mainstreaming at the level of the European Commission and the Member States and Croatia and an overview of the logic model and the choice of methods and tools implemented across the EU for mainstreaming gender equality throughout a number of policy sectors.

The last part of the study will analyse the work carried out by the European Commission, the EU Member States and Croatia to mainstream a gender equality perspective in policy processes in the context of one specific policy area at the European and national level through the use of Gender Impact Assessment (GIA) as a tool for gender mainstreaming. The specific policy area will be selected in agreement with EIGE upon conducting an evaluability assessment to determine the extent to which different policy areas are ready for further analysis.

Finally, the study will provide examples of good practices in the implementation of Gender Impact Assessment (GIA) in the selected policy area. A further compilation of good practice guidelines will shed light on optimal ways to implement GIAs in order to maximize the effectiveness of the gender mainstreaming strategy.

Considering that the status of and capacity for gender mainstreaming can vary considerably between Member States, the study will have to address each Member State with a tailored approach to assess their current state of development of institutional capacity and their use of standard methods and tools for gender mainstreaming.

The geographical scope of this research will include the European Commission, the EU Member States, and Croatia.

Regarding the temporal scope, the study will focus on activities developed from 2007 to the present. This period was taken as the appropriate point of departure given the 2006 Report on institutional mechanisms for gender equality for the Presidency of the EU Council and the current EU financial framework (2007-2013).

The contract will be performed within 11 (eleven) months from the contract's date of signature.

1.7 METHODOLOGICAL APPROACH

The tenderer shall develop the methodological framework and provide a sound approach to the data collection, data analysis and interpretation, information synthesis and evaluative conclusions, within the scope and time defined in these technical specifications. The tenderer shall propose a methodology which would ensure the achievement of the defined objectives and the collection of reliable information and data in the field. The tenderer shall clearly indicate how the information (literature, documents, etc.) and data existing in any of the EU official languages will be identified, collected and analysed; and how the providers of data and information will be reached.

The methods proposed in these specifications constitute a minimum requirement. The methodological points outlined below shall serve as a basis for further development. Tenderers are expected to develop a more elaborate proposal on specific methodologies described in detail in the technical offer. The final methodology for the study will be agreed upon and validated by EIGE in the validated inception report.

The study methodology shall mainly cover the following parts:

- 1) Description of the methodology to be applied for the data/information collection;
- 2) Description of the conceptual and theoretical framework and the methodological approach used for the review and analysis of collected information, in particular for the assessment of the institutional capacity; the analytic overview and country-sheets including a diagram on the logic model underpinning the institutional architecture for gender mainstreaming and the methods and tools chosen for that; and the evaluative assessment of the effectiveness of GIA as a tool for gender mainstreaming;
- 3) Description of the methodology to be applied for the identification and selection of GIA Good Practices and the elaboration of GIA Good Practice Guidelines.

In the technical proposal, the tenderers are expected to pay particular attention to a suggested classification system of the collected resources to ensure that the information provided to EIGE's **Resource and Documentation Centre (RDC)** is delivered in a structured user-friendly and comprehensive manner.

The contractor will prepare databases to host the collected information in a format which allows smooth integration with other databases within EIGE's RDC system. Specifically, the contractor will import and/or update the data collected in the Institute databases by providing respective SQL scripts. If the creation of a new database becomes necessary, the contractor will propose a new structure and interconnections with the already existing EIGE databases upon EIGE's approval. Then the contractor will deliver the SQL scripts enabling the creation of a new database, insert the data and/or update the Institute's existing databases (if necessary, the contractor will also be provided with information collected by EIGE in previous studies that is relevant for the purposes of this one).

An evaluability assessment will be conducted prior to the development of a specific methodology and the selection of a specific policy area for the assessment of the policy effectiveness of the gender mainstreaming tool of Gender Impact Assessment in one selected sector. The study will use a theory of change approach to inform the analytical overviews and reports on the assessment of institutional capacity; methods, tools and practices for gender mainstreaming; and throughout the evaluative analysis of the GIA implementation.

The study has been conceived as a focusing process taking as a point of departure the general mapping-out of institutional mechanisms and overall institutional capacity in all sectoral areas across the EU in order to arrive at the analysis of a particular method and tool for gender mainstreaming in those countries where it has been formally adopted.

Data shall be gathered from primary and secondary sources. The collection of primary data is of major importance. The contractor shall ensure the participation of an adequate researcher per country and the methodological support from the project management for harmonized approaches and comparability. The contractor is expected to identify all important secondary sources and ensure that there is no duplication of research work, particularly in relation to other EIGE's projects.

The contractor shall propose appropriate methods and tools to implement this study and reach the pursued objectives. Mix-methods combined and designed to capture multiple dimensions and information sources are recommended. Assessments on institutional capacity and policy effectiveness should use both quantitative and qualitative methods. The former can give credible information regarding the extent of results for particular groups of stakeholders, while the latter can assist in explaining how those results are achieved. The specific methodology and stakeholders to be consulted will be formally agreed upon with EIGE during the inception phase.

Generally speaking, EIGE recommends adopting a participatory approach to generate engagement of main stakeholders and to validate results. It involves recurring consultations with an ad hoc advisory committee for the project set-up by the contractor, main stakeholders and potential users. Additional consultations will be held on EIGE's European Network on Gender Equality (EuroGender), an online platform provided by the institute, and through onsite events. To this end, an EIGE Gender mainstreaming thematic network will act as advisory committee for the methodological design, implementation, validation of findings, and discussion of conclusions and recommendations. The participation of relevant stakeholders throughout the study implementation process will be discussed in the inception phase in order to find the optimal balance between the input from stakeholders and coordination efforts.

Quality assurance shall be exercised by the project management to meet methodological requirements of analytical rigour particularly on information search, data collection and validation and explanation critique (collaboration to incorporate different perspectives on primary hypotheses).

Since general **recommendations** cannot be operationalized by EIGE, the study recommendations will be shaped as points for discussion or areas for improvement, presenting options to indicate ways in which challenges can be better addressed at the level of the European Commission and the EU Member States. The final report shall include specific recommendations for EIGE future work on supporting EU Institutions and Member States on an effective implementation of the gender mainstreaming strategy and the promotion of gender equality.

A final dimension of the study methodology emphasizes dissemination and use of the study findings and conclusions. For that purpose, the contractor will develop knowledge-based materials for different audiences and occasions. Among others, the contractor will provide executive summaries, power point presentations, brief collection of main findings and graphic summaries to facilitate dissemination and communication of results.

Further requirements by EIGE are described under the sections of the technical specifications related to specific deliverables to be provided by the contractor.

1.8 RESULTS TO BE ACHIEVED

In order to provide a general understanding of the scope and dimension of this study, the chart below provides an overview of the results chain connecting specific outputs to outcomes and the overall objective. The overall objective and outcome results are part of EIGE's commitments as per its Founding Regulation and Annual Work Plans. The contractor is fully responsible for the on-time quality delivery of the requested outputs. Outputs are expected to contribute to the stated outcomes and overall objective.

OVERALL OBJECTIVE:		
To gather information and evidence for strengthening the mainstreaming of gender equality into European Union policies and subsequent national policies		
Outcome 1 Information on institutional capacity for mainstreaming gender equality in the European Commission, the EU Member States and Croatia made available	Outcome 2 Knowledge on methods, tools and practices for mainstreaming gender equality in the European Commission, the EU Member States and Croatia increased	Outcome 3 Use of Gender Impact Assessment (GIA) as a method and tool for mainstreaming gender equality into a specific* policy area promoted in the European Commission, the EU Member States and Croatia *to be selected
Output 1.1 Overview report mapping out and analysing existing institutional mechanisms, their functions and roles, for gender equality and gender mainstreaming, and the methods and tools used for mainstreaming gender equality throughout all policy areas in the European Commission (R2)	Output 2.1 Database of existing methods and tools for mainstreaming gender equality as well as evidence of their implementation in a variety of cross-sectoral and sectoral policies in the European Commission, the EU Member States and Croatia (DB1, DB3, DB4)	Output 3.1 Evaluative analysis of the effectiveness of Gender Impact Assessment as a method and tool for mainstreaming gender equality into a specific policy area at all stages of the policy process in the European Commission, the EU Member States and Croatia (R6, R7)
Output 1.2 Complete and updated database of existing institutional mechanisms for gender equality and gender mainstreaming, their functions and role, in the European Commission, the EU Member States and Croatia at national and regional level (DB1, DB2)	Output 2.2 EU Member States and Croatia country sheets depicting institutional capacity country profiles, stage of development of the gender mainstreaming strategy, and country effectiveness in mainstreaming gender equality in a variety of sectoral policies (R4)	Output 3.2 Selected Good Practices in the EU on the implementation of Gender Impact Assessment as a method and tool for effectively mainstreaming gender equality into a specific policy area (R8)
Output 1.3 Assessment of the institutional capacity for mainstreaming gender equality in all policy areas and at all stages of the policy process in the European Commission, the EU Member States, and Croatia (R2, R3)	Output 2.3 Analytic overview on the use of methods and tools for mainstreaming gender equality and their results as regards mainstreaming gender equality in a variety of cross-sectoral and sectoral policies in the European Commission, the EU Member States and Croatia (R5)	Output 3.3 Good Practice guidelines for a more effective use of Gender Impact Assessment as a method and tool to mainstream gender equality into a specific policy area (R9)

1.9 OBJECTIVES

GENERAL OBJECTIVE

This study aims to gather information and evidence for strengthened mainstreaming of gender equality in selected European policies and subsequent national policies.

Several specific objectives will contribute to this general goal:

- Outcome 1: To make information on the institutional capacity for mainstreaming gender equality in the European Commission, the EU Member States and Croatia available
- Outcome 2: To increase the knowledge on methods, tools and practices for mainstreaming gender equality in the European Commission, the EU Member States and Croatia
- Outcome 3: To promote the use of Gender Impact Assessment (GIA) as a method and tool for mainstreaming gender equality into a specific policy area in the European Commission, the EU Member States and Croatia

SPECIFIC OUTPUTS AND ACTIVITIES AND PROPOSED METHODOLOGY

The specific study outputs and subsequent activities are as follows,

Outcome 1: Information on the institutional capacity for mainstreaming gender equality in the European Commission, the EU Member States and Croatia made available

Output 1.1.

Overview report mapping out and analysing existing institutional mechanisms, their functions and roles, for gender equality and gender mainstreaming, and the methods and tools used for mainstreaming gender equality throughout all policy areas in the European Commission (R1, Q1, DB1, R2)

Map out and collect information on the institutional mechanisms and the methods and tools implemented for gender mainstreaming at the level of the European Commission with the aim to assess the institutional capacity, identify and analyse the underlying intervention logic in the implementation of the gender mainstreaming strategy, and feed specific databases on institutional mechanisms and on methods, tools and practices for gender mainstreaming in the EU. This first phase of the study implementation can help to test the proposed methodological frameworks in the inception report for completing and updating the requested databases on institutional mechanisms and methods and tools; for assessing institutional capacity; and for analysing the theory of change underpinning the institutional architecture and the choice of methods and tools for gender mainstreaming across the EU. In addition to this, the results of this research will shed light on the policy area to be selected on the basis of its evaluability for the assessment of the GIA effectiveness.

Activities:

- a. Design the data/information collection instruments (Q1) and the methodology (R1) to be used for the delivery of the requested database (DB1) and overview report (R2) on institutional mechanisms and methods and tools for gender mainstreaming, and the assessment of institutional capacity for gender mainstreaming in the European Commission (part of R3);
- b. Map out existing soft and hard institutional mechanisms for gender equality and for gender mainstreaming in the European Commission, collect information and describe their functioning including, but not limited to, mandate, contact details, roles and functions of existing structures, institutional arrangements, civil society participatory mechanisms and reporting mechanisms (DB1/DB2);
- c. Collect information about the methods and tools used by the European Commission to mainstream a gender equality perspective throughout all the relevant policy areas, including

- the theory of change/intervention logic underpinning the institutional architecture and the choice of methods and tools for gender mainstreaming, paying special attention to gender impact assessment (DB₁/DB₃);
- d. Provide all appropriate information in a database format in agreement with EIGE's RDC technical requirements (DB₁);
 - e. Collect the necessary information to build an intervention logic diagram for the European Commission illustrating the gender mainstreaming implementation concept and logic;
 - f. Analyse collected data and information to produce a preliminary assessment of the institutional capacity for gender mainstreaming in the European Commission simultaneously using this opportunity to test the methodological model designed for outputs 1.1. and 1.3 (R₃) at the European Commission and the Member States level;
 - g. Produce a preliminary evaluability assessment of GIA implementation throughout substantive policy areas within the European Commission that will inform the selection of a specific policy area for the outputs under outcome 3 (part of R₆);
 - h. Conduct an online consultation meeting to present the overall study, and this specific component and report on feedback gathered from relevant stakeholders on a participatory basis (CM₁-CMR₁)³¹;
 - i. Provide a list of bibliographical sources addressing the topic.

Output 1.2.

Complete and updated database of existing institutional mechanisms for gender equality and gender mainstreaming, their functions and role, in the European Commission, the EU Member States and Croatia at national level and at regional level wherever relevant (DB₁, DB₂)

Building upon EIGE's prior research findings, complete and update a database of existing institutional mechanisms for gender equality and gender mainstreaming, their functions and role, across the EU at national and regional level. EIGE's technical specifications regarding the database design will be provided at the inception meeting.

Activities:

- a. Describe the methodology and data/information collection instruments (Q₂) to be used for the review of existing databases, identification of gaps and completion;
- b. Identify data gaps, collect additional data, and complete information on, but not limited to,:
 - i. Mandate, role, functions, structure, contact details and status of bodies for gender equality in all Member States and Croatia at national and regional level, when relevant:
 - Governmental bodies for gender equality and other national bodies charged with the promotion of gender equality, i.e. gender equality parliamentary committees, specialized judiciary committees, observatories for gender equality, specialized advisory bodies, cross-sectoral governmental bodies, etc.;
 - Institutional arrangements for gender equality, namely, National Action Plans (NAPs) and/or strategies on gender equality; Regional Action Plans (RAPs) and/or strategies on gender equality; other gender equality bodies' action plans or strategies, etc.;
 - Bodies facilitating the involvement of civil society actors and social partners in the governmental work for gender equality;
 - Mechanisms/institutional arrangements dealing with men and gender equality as regards the design and implementation of gender equality policies.
 - ii. Mandate, role, functions, structure, contact details and status of bodies for gender mainstreaming in all Member States and Croatia at national and regional level:

³¹ The date of this consultation meeting is contingent on the final agreed timetable for this study.

- Status of the commitment of national bodies responsible for gender mainstreaming;
 - Structures of gender mainstreaming in the national and regional public administration, wherever relevant;
 - Existence of structures and strategies for gender mainstreaming in relevant sectoral areas, such as NAPs on specific policy areas, i.e. peace & security, science, health, etc.; NAPs or RAPs on relevant policy area, i.e. rural development, etc.
- c. Provide updated information in a database (DB2) following EIGE's technical specifications.

Output 1.3.

Assessment of the institutional capacity for mainstreaming gender equality in all policy areas and at all stages of the policy process in the European Commission, the EU Member States, and Croatia (R3)

Activities:

- a. Describe the theoretical framework and the main parameters/criteria to be included in the methodological approach for assessing institutional capacity for gender mainstreaming;
- b. Design a phased approach to the different stages of institutional capacity and organisational development as regards the implementation of the gender mainstreaming strategy (from one-off, isolated initiatives to fully integrated processes and results);
- c. Develop well-defined criteria for clustering Member States in order to elaborate an aggregated analysis of the state of gender equality mainstreaming and the overall trends in the EU;
- d. Identify typologies of groups of Member States and of different development phases of organizational development for gender mainstreaming. If relevant, cluster countries to provide a comprehensive picture of the status of gender mainstreaming capacity across the EU providing an aggregate analysis of trends by identified cluster;
- e. Use the underlying intervention logic or theory of change identified in relation to gender mainstreaming in output 1.1 and country sheets in output 2.2 to better determine the adequacy of the existing institutional capacity;
- f. Provide an overview report of aggregated weaknesses and strengths as regards institutional capacity providing information on the state and different stages of gender mainstreaming implementation across the EU;
- g. Provide a list of bibliographical sources addressing the main topics.

Outcome 2: Knowledge on methods, tools and practices for mainstreaming gender equality in the European Commission, the EU Member States and Croatia increased

Output 2.1.

Database of existing methods and tools for mainstreaming gender equality as well as evidence of their implementation results in a variety of cross-sectoral and sectoral policies in the European Commission, the EU Member States and Croatia (DB3)

A scoping exercise will be carried out to identify the methods and tools used for gender mainstreaming, including evidence of their implementation in a variety of policy areas, in the European Commission, the EU Member States and Croatia at national level, and regional level where relevant.

Activities:

- a. Describe the methodology and data/information collection instruments (Q2) to be used for designing and providing the requested databases and information (DB3);
- b. Build a database within EIGE's technical parameters where all data collected during the data collection exercise shall be processed and stored;

- c. Propose, define and describe a categorization system in order to collect, organize and classify data and information on methods and tools for gender mainstreaming in a systematic manner;
- d. Conduct a scoping exercise to identify and collect information on tools and methods used for mainstreaming gender equality across sectors in the European Commission, Member States and Croatia including, but not limited to:
 - Description of structures and collection of strategies for gender impact assessment in the drafting of laws, policies, strategies, programmes, action plans, projects;
 - Description of structures and collection of strategies for gender budgeting or gender impact assessment of budgets;
 - Description of structures and collection of strategies for monitoring and evaluating gender mainstreaming effectiveness and gender equality achievements;
 - Description of structures and collection of strategies for systematic training and capacity building of all concerned actors/structures;
 - Overview of other methods and tools not listed above used for mainstreaming gender equality in a variety of policy sectors or in specific policy sectors across the EU.
- e. Collect documented evidence of the results of implementing existing methods and tools for mainstreaming gender equality in a variety of sectoral and cross-sectoral policies in the European Commission and each and all the EU Member States and Croatia, at national and regional level where relevant;
- f. Provide the collected information on methods and tools and documented evidences of its results in a specific database format and in compliance with the technical specifications required by EIGE's RDC.

Output 2.2.

EU Member States and Croatia country sheets depicting institutional capacity country profiles, stage of development of the gender mainstreaming strategy, and country effectiveness in mainstreaming gender equality in a variety of sectoral policies (R4)

These country sheets will provide information about gender mainstreaming stage of development, scope of implementation, country approach, etc. They will assist in identifying trends across the EU in regard to the implementation of the gender mainstreaming strategy.

Activities:

- a. Describe the methodology to be used for a common approach to country reports that includes the following elements:
 - the mapping out of gender mainstreaming structures and strategies;
 - overview of the main techniques, methods and tools used for mainstreaming gender in a variety of policy sectors, specific attention should be given to gender impact assessment and the selected policy area for output 3.1;
 - evidence-based overview of gender mainstreaming results to date in a variety of policy sectors;
 - status of the institutional capacity for gender mainstreaming within the methodological framework developed for output 1.3;
 - country-specific articulation of the visions, priorities and problems concerning gender equality and the relationship between the envisioned concept of gender equality and the approaches to gender mainstreaming in a descriptive and analytic way through the development of a logic template to identify any underlying intervention logic and theory of change in the implementation of the gender mainstreaming strategy.
- b. Collect the necessary information to build intervention logic diagrams for each Member State and Croatia, illustrating the gender mainstreaming implementation concept and logic. The

contractor shall explore formal and informal (intentions, assumptions and expectations) gender mainstreaming strategies at national level. The different elements of these strategies shall be clearly identified and analysed in terms of their interrelationship so as to construct a causality chain to illustrate the underlying intervention logic of these strategies;

- c. Develop country sheets based on the devised methodology and approach and the collected information. As stand-alone knowledge-products, separate country sheets should be read independently. Each country studies shall encompass, at a minimum, a background overview of the understanding of gender equality and gender mainstreaming in each and all of the 27 EU Member States and Croatia, a diagram and a full description of the theory of change mapping out the logical sequence of means-ends linkages underlying the implementation of the gender mainstreaming strategy in each case, and all the specific information collected on institutional mechanisms and methods and tools for gender mainstreaming regarding each country;

Output 2.3.

Analytic overview on the use of methods and tools for mainstreaming gender equality and their results as regards mainstreaming gender equality in a variety of cross-sectoral and sectoral policies in the European Commission, the EU Member States and Croatia (R5)

The findings of the scoping exercise and the country sheets will be summarized in a comprehensive overview of gender mainstreaming methods and tools used in the European Commission, the Member States and Croatia. These methods and tools will be clustered and analysed by relevant parameters. The study will also categorize and analyse the effectiveness of implementation of those methods and tools in a variety of policy areas.

Activities:

- a. Describe the methodology to be used for the analysis of collected data on methods and tools for gender mainstreaming and the effectiveness of their implementation;
- b. Provide a comparative overview of the main methods and tools used for mainstreaming gender equality across sectors in the European Commission, all the EU Member States and Croatia, at national and regional levels, where relevant;
- c. Conduct a quantitative and qualitative comparative analysis of the practical results from the implementation of gender equality mainstreaming in the EU with the aim to build up a body of evidence on the effectiveness—or lack thereof— of this strategy to achieve gender equality goals in a variety of substantive policy areas;
- d. On the basis of European Commission and country-specific theory of change, elaborate an analytical overview of gender mainstreaming in the EU including general conclusions on aggregated trends in a variety of sectoral areas in the European Commission, across directorates, in the EU Member States and Croatia, at national and regional level, focussing on results in the last five years.
- e. Conduct an online consultation meeting to gather feedback from relevant stakeholders and validate results on a participatory basis (CM2-CMR2);
- f. Provide a list of bibliographical sources addressing the main topics.

Outcome 3: Use of Gender Impact Assessment (GIA) as a method and tool for mainstreaming gender equality into a specific policy area promoted in the European Commission, the EU Member States and Croatia

Output 3.1.

Evaluative analysis of the effectiveness of Gender Impact Assessment as a method and tool for mainstreaming gender equality into a specific policy area at all stages of the policy process in the European Commission, the EU Member States and Croatia (R6, DB4, R7)

This component of the study sets out to assess the effectiveness of GIA for mainstreaming gender as well as the added-value mainstreaming gender through GIA can bring to policy implementation across sectors. This component will seek to emphasise the benefits of gender mainstreaming in an effort to provide arguments that can help to overcome perceived 'mainstreaming fatigue' documented in former evaluations on gender mainstreaming in the EU context and relevant literature.

In order to measure the effectiveness of GIA at mainstreaming a gender equality dimension throughout a specific policy area, suggested criteria may include, if appropriate, **institutionalization, effectiveness & coordination**, and the potential role of the EU (the **European added value (EAV)**) as a driving factor for GIA across the EU.

Activities:

- a. Conduct an evaluability assessment to select a policy area (select a maximum of two policy areas if there is no single one covering a substantial amount of EU Member States where GIA is generally implemented) with enough readiness and availability of data for a comparability analysis across the EU;
- b. Describe the methodology to be used for the evaluative exercise providing an evaluation matrix connecting criteria, questions, means of verification and indicators;
- c. Include participatory and advisory structures in the exercise to enhance validity, reliability and ownership of results. Specifically, liaise with relevant European Commission bodies in charge of broader social impact assessments, such as the Impact Assessment Board;
- d. Develop instruments (O3) for collecting data and information providing definitions and measurements of effectiveness in relation to mainstreaming a gender perspective in the selected policy area by using GIA;
- e. Collect and analyse the necessary information within those countries identified in outcome 2 where gender impact assessment has been systematically adopted and/or specifically implemented in the selected policy area;
- f. Collect existing guidelines on this topic across the EU, and any other additional data and available information on GIA, upload the new information in the specific database (DB4) for methods and tools developed previously for output 2.1 in accordance with EIGE's RDC requirements;
- g. Based on the analysis and interpretation of the collected information and data, draw relevant findings and conclusions as regards GIA in the selected policy area on the basis of the criteria and indicators established in the evaluability assessment and methodological approach (R7);
- h. Identify points for discussion and main recommendations to enhance and support the use and practice of GIA as a tool for gender mainstreaming (R7);
- i. Provide a list of bibliographical sources addressing this topic.

Output 3.2.

Selected Good Practices in the EU on the implementation of Gender Impact Assessment as a method and tool for effectively mainstreaming gender equality into a specific policy area (R8)

EIGE has developed a methodological approach to the Good Practices selection process for gender mainstreaming. Besides identifying minimum requirements (pre-requisites) for the initial selection of a pool of practices with potential, EIGE has established a participatory selection process involving at least one relevant stakeholder from each EU Member State and Croatia, from the European Commission and additional experts.

In order to design a methodology to select a collection of good practices among the pool of practices with potential, the contractor needs to identify specific criteria on the basis of existing impact assessment and GIA standard practice as reflected in official EU and Member States

documents and manuals, including those from the European Commission Impact Assessment system on Social Impacts and the specific ones for GIA.

Activities:

- a. Describe the methodological approach for the selection and assessment of practices including specific criteria to identify and assess practices with potential illustrating the extent to which GIA is an effective tool for mainstreaming a gender equality perspective in a selected policy area;
- b. Further develop the necessary involvement of key stakeholders to ensure a participatory dimension in the selection of GIA good practices;
- c. Identify a set of practices with potential in a report format explaining the rationale and merits for pre-selecting those practices;
- d. Organize a one and a half day consultation meeting in Vilnius (CM₃), gathering stakeholders, relevant EIGE's staff members, and experts to assess the identified practices with potential and select final GIA good practices for publication. The meeting will bring together representatives from 27 Member States and Croatia, the European Commission, plus independent experts acting in an advisory capacity. The contractor is expected to organise the meeting and will be in charge of travel and accommodation costs, catering, venue and IT equipment, logistical support to the participants and all required meeting materials and hand-outs;
- e. Drawing on the meeting conclusions, draft a final consultation report with information on the results of the consultation and the selection of GIA good practices (CMR₃);
- f. Collect additional information on the selected good practices in close cooperation with EIGE and relevant stakeholders involved in the implementation of those practices in order to deliver fiches with practical information and explanations on the extent to which they meet the criteria adopted for the selection process. A final report (R8) will present the final collection of good practice fiches in a printable layout.

Output 3.

Good Practice guidelines for a more effective use of Gender Impact Assessment (GIA) as a method and tool to mainstream gender equality into a specific policy area (R9)

In order to further contribute to support the use of GIA, the good practices collection process will be also used to distil preliminary good practice guidelines to inform enhanced implementation of GIA.

Activities:

- a. Distil guidelines on standards of good practice on the basis of the selected good practices, the report on the effectiveness of GIA and the guidelines collected in output 1.1;
- b. Elaborate a draft background report setting good practice standards or guidelines for GIA on the basis of the information collected in output 1.1 and the pool of practices with potential for validation with expert networks;
- c. Drawing conclusions from consultation processes, provide a preliminary report (R9) on the conclusions reached for GIA Good Practice Guidelines;
- d. Provide a list of bibliographical sources addressing the main topics.

The implementation of the objectives and activities set in these tender specifications shall be fully reflected in the inception and interim and final reports and all their respective annexes. In the course of the study implementation, EIGE might adjust some of the activities without changing the overall and specific objectives.

1.10 DELIVERABLES

Throughout the implementation of the study the following deliverables shall be provided:

1. An inception report (D1/R1), summarising the discussion of the inception meeting and delivering annexed final reports (tentatively in week 3 for the report and week 4 for the meeting);
2. A first interim report (D2) (tentatively in week 12 for the report and week 14 for the meeting);
3. A second interim report (D3) (tentatively in week 25 for the report and week 28 for the meeting);
4. A third interim report (D4) (tentatively in week 40 for the report and week 43 for the meeting);
5. A final report (D5) covering all the items described in specific objectives together with necessary (tentatively in week 25).

Deadlines may be rescheduled during the inception meeting according to the agreed-upon work plan.

All the deliverables listed above must be submitted in English (UK).

The reports must be written in a clear and simple way, providing information and analysis that can be understood by non-specialists. The reports and the abstract must be in MS Word (and PDF) format. The format of Annexes may vary depending on the type of information presented.

For the preparation of the deliverables, EIGE's guidelines on abbreviations, ordering of countries, referencing, text layout, editing, etc. must be taken into account. The guidelines will be provided to the contractor at the Inception meeting.

The final versions of all deliverables must be professionally edited and proofread, preferably by an English native speaker. The documents must be delivered in an appropriate layout and they shall contain visual elements (e.g. tables and graphs).

All deliverables must be revised by the contractor according to the EIGE's recommendations, as necessary, and returned within the deadline mentioned in the Contract. When necessary, activities aimed at producing deliverables, must run in parallel to ensure smooth operation of the project within the given timeframe.

EIGE will have the exclusive rights to publish the results of the study. The contractor must ensure that there are no restrictions for reasons of confidentiality and/or based on intellectual property rights of third parties.

Should the contractor intend to use data in the study which cannot be published, this must be explicitly mentioned in the offer. The contractor must validate the contents with the Member States and European Commission directorates concerned and is required to have all interview summaries validated by the interviewee, preferably at the end of the interview. In addition, EIGE may review the results for quality assurance.

All the reports with corresponding Annexes must be provided in three hard copies and in an electronic copy, with the exception of the final deliverables (detailed analytical final report, executive summary and abstract) which must be provided in four hard copies and in an electronic copy.

Deliverable 1: Inception meeting and Inception report (draft & validated)
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In the same week of the contract signature, EIGE will schedule an online kick-off meeting with the contractor as an initiation of the study inception phase in order to discuss questions of procedure,

scope and methodology. During the inception phase the contractor is expected to further develop the methodological framework and design the data collection instruments.

Within three weeks from the contract signature, and prior to the inception meeting, the contractor will send a draft **inception report** (D1) containing a full-fledged methodology framework for all the project outputs, including the necessary check-lists and/or preliminary questionnaires for the execution of envisaged activities, a work plan, and, final information on organization, division of tasks and allocation of time within the project team and national researchers.

In the fourth week after the contract signature, EIGE will organise an inception meeting with the contractor in Vilnius to clarify any lingering concern regarding the technical specifications and the contractor's offer and discuss the composition of the team, particularly the national experts, the draft inception report and documents R1 and Q1. The project manager and the senior researcher(s) from the contractor's team shall attend the meeting.

The contractor shall present the results of the initial analysis including:

- The main findings of the preparatory work undertaken;
- A description of the methodology to be used and the challenges encountered (methodological choices & existing limitations);
- Key informants and actors, analytical tools, the way in which the methods proposed are going to be implemented, in light of the initial assessment of availability of information and data, and in particular, how the specific objectives and activities will be implemented;
- A proposed structure for the interim reports, final report, and all deliverables;
- An updated work plan ensuring the submission of the deliverables within the contractual deadline addressing the need to coordinate with other on-going EIGE's projects to avoid multiple request of similar information to the same partners on behalf of the Institute.

Annex:

- Description and content of the data collection instruments agreed upon with EIGE designed to undertake the implementation of the first output (Q1).

Based on the agreements reached during the inception meeting, the contractor shall finalise a validated inception report which is to be submitted to EIGE for approval within a week after the inception meeting. The validated inception report (R1) shall present the results of the initial analysis, the agreed methodology to be used for the study, the organisation of work, the planning and timeline for all activities of the project within the contractual deadline, and final information on the project staff members, particularly the national experts, and their contact details. It will include as an annex the description and content of the data collection instruments agreed upon with EIGE designed to undertake the implementation of the first output (Q1). The inception report, with corresponding annexes, must be provided in two hard copies and in an electronic copy.

Size: between 30 and 40 pages and relevant annexes.

Language: Copy-edited and proofread English (UK)

Format: In general, deliverables will have to comply with EIGE's style guide and technical requirements. Databases need to be compatible with EIGE's systems. In order to produce quality information for databases and EIGE's RDC, contractors need to fulfil a set of standardized criteria about format, categories, fields and technology. EIGE will provide further details about that during the inception meeting.

Deadline: In the fourth week after the contract signature, the inception meeting shall take place in Vilnius at EIGE's premises. Prior to this meeting, the contractor shall send by email a draft inception report (D1) summarising the elements above. An updated version will be submitted to EIGE within a week after the inception meeting. EIGE will have ten working days from receipt to approve or

comment on the report. Within five working days after receiving EIGE's comments, the contractor shall submit additional information and the inception report in the definitive form by electronic and regular mail.

Deliverable 2: First Interim report and meeting

The first interim report, showing the progress of the work undertaken to date and delivering items under output 1.1 and other complementary deliverables, shall be submitted to EIGE prior to the first interim meeting that will take place in Vilnius tentatively in W14 in order to present preliminary findings, output 1.1., and to discuss further details of the study.

This first interim meeting is particularly important for coordination purposes with on-going EIGE's projects on institutional mechanisms. EIGE will facilitate the contact between both contractors, if necessary, and help to streamline communications among all interested parties to the extent possible.

Before the first interim meeting, the contractor is expected to submit a draft first interim report (D1) two weeks before the meeting. The first interim report shall include the following, but not limited to:

- Definitions of the key terms and concepts;
- A description of the methodologies used;
- The results of a first consultative meeting organized in the context of the participatory mechanisms for the study implementation;
- Review of the next deliverables format and structure;
- An updated work-plan ensuring the submission of final deliverable reports, interim reports, and knowledge-based products within the contractual deadlines;
- A provisional structure for the project reports, databases, knowledge-based products, etc. based on the contractors improved understanding of the study developed during the preliminary phase.

Annexes:

- Preliminary database containing data and information on institutional mechanisms and arrangements for gender equality and gender mainstreaming within the European Commission (DB1/DB2);
- A draft background overview report of the institutional mechanisms for gender equality and gender mainstreaming in the European Commission, including structures, commitments and mandates, institutional arrangements (strategies, action plans), budget and personnel, multi-sectoral structures, civil society actors and social partners involvement, soft mechanisms (community of practices, advisory groups, public consultations), etc. (R2);
- Preliminary database with data on methods and tools for gender mainstreaming implemented in the European Commission and evidences of how it has been applied in different policy areas (DB1/DB3);
- A draft overview of the methods and tools used for mainstreaming a gender equality dimension throughout all substantive policy areas within the European Commission (R2/R5);
- Preliminary quantitative and qualitative analysis of the collected data and overview of the institutional capacity at the level of the European Commission for mainstreaming gender equality (R2/R3);
- A draft review of the implementation of gender impact assessment in the European Commission, including a description of the conceptual integration of gender impact assessment within the European Commission impact assessment system (R7) ;
- Preliminary database with data on gender impact assessment and evidences of the ways in which it has been applied in different policy areas in the context of the European Commission (DB3/DB4);

- A draft preliminary evaluability analysis identifying most promising policy areas for an evaluative assessment of the policy effectiveness of gender impact assessment (R6);
- Main bibliography used for background and desk research (R2);
- A visual presentation in a power point format reflecting the findings and conclusions from the assessment of the institutional capacity for gender mainstreaming within the European Commission (R10);
- Other knowledge-based products previously agreed upon with EIGE distilling information from the main report to facilitate tailored dissemination packages to targeted audiences (R10);
- Updated data-collection instruments for next steps and outputs on the basis of the experience accumulated through the data collection process and analysis of findings at the level of the European Commission shall be presented to EIGE and agreed upon during the first interim meeting (Q2).

The Interim report and its annexes shall provide final information covering output 1.1; and preliminary considerations about all other outputs, since output 1.1 will provide with an opportunity to test the methodology, the validity of assumptions and concepts, and the adequacy of the data-collection instruments. The interim meeting will serve the purpose to validate current developments and approaches, preliminary conclusions and analysis and tentatively undertake the selection of a policy area for outputs in outcome 3.

Annexes of this interim report will be the Assessment of the institutional capacity of the European Commission for gender mainstreaming (R2), the Database (DB1) containing information and data on the institutional mechanisms and arrangements within the European Commission and the methods and tools implemented for mainstreaming gender equality in a variety of policy areas and evidence of the results, including specific data and information focused on the implementation of the gender impact assessment in the context of the European Commission.

The interim report, with corresponding Annexes, must be provided in two hard copies and in an electronic copy.

Size: minimum 30 pages excluding annexes (for R2, a minimum of 40 pages and a maximum of 80)

Language: Copy-edited and proofread English (UK)

Format: Deliverables will have to comply with EIGE's style guide and technical requirements. Databases need to be compatible with EIGE's systems. In order to produce quality information for databases and EIGE's RDC, contractors need to fulfil a set of standardized criteria about format, categories, fields and technology. EIGE will provide further details about that during the inception meeting.

Deadline: (tentatively) 12 weeks after the date of signature of the contract, the contractor shall provide the first Interim report to EIGE and participate in the first interim meeting in Vilnius (W14). EIGE will have ten working days from receipt of the report to approve or comment. During the meeting the report findings and conclusions will be discussed, as well as current implementation progress and next steps. On the basis of the methodology test conducted for R1, the contractor will deliver final design of the data-collection instruments for next study outputs (Q2), as part of the interim meeting package. The contractor is expected to submit as an annex the database collecting information for output 1.1 (DB1), the report describing the results from the online consultation meeting conducted during this period (CMR1), and the EU Commission institutional capacity assessment report (R2).

Within ten days of receiving EIGE's comments, the contractor shall submit additional information and the interim report in its definitive form by electronic and regular mail.

Deliverable 3: Second Interim report and meeting

The second interim report, showing the progress of work undertaken to date and delivering outputs 1.2, 1.3, 2.1, 2.2, and 2.3, shall be submitted to EIGE three weeks (W25) prior to a second interim meeting that will take place in Vilnius tentatively in week 28 after the contract signature in order to present preliminary findings and to discuss next steps and further details of the study.

The second interim report shall include the following, but not limited to:

- Definitions of the new key terms and concepts used for this phase. Concepts regarding “methods and tools” will be further reorganized and categorized by the contractor in order to facilitate dissemination and use;
- A description of the consolidated methodology used for this phase outputs;
- A description of the work in progress, challenges encountered and proposed solutions;
- Review of the next deliverables format and structure;
- An updated work plan ensuring the submission of further deliverables within the contractual deadlines;
- The results of a second consultative meeting organized in the context of the participatory mechanisms for the study implementation;
- An updated work-plan ensuring the submission of final deliverable reports, interim reports, and knowledge-based products within the contractual deadlines.

Annexes:

- Database with country data on institutional mechanisms for gender equality and gender mainstreaming, methods and tools (DB2);
- Database with country data on methods and tools for gender mainstreaming, methods and tools (DB3);
- Preliminary quantitative and qualitative analysis of the collected data and overview on institutional mechanisms and methods and tools (R5);
- Country sheets providing information collected under the outputs 1.2, 1.3 and 2.1, and requested analysis in a concise and clear manner on the EU Member States and Croatia. The tenderer may propose a specific structure for the country sheets in the technical proposal (R4);
- A draft report assessing the institutional capacity for gender mainstreaming in the European Union, the EU Member States and Croatia (R3);
- Updated data-collection instruments for next steps and outputs on the basis of the experience accumulated through the data collection process and analysis of findings at the level of the European Commission shall be presented to EIGE and agreed upon during the second interim meeting (Q3);
- Evaluability assessment (R6) on the basis of the main findings from DB3 and R4;
- A visual presentation in a ppt format reflecting the structure and content of each of the reports annexed in this second interim report;
- Review of the next deliverables format;
- Other knowledge-based products previously agreed upon with EIGE distilling information from the main report to facilitate tailored dissemination packages to targeted audiences (R10).

The Interim report, with corresponding Annexes, must be provided in two hard copies and in an electronic copy.

Size: maximum 30 pages and relevant annexes (for R3, between 60 and 80 pages; for R4, between 5 and 12 pages per country, as relevant; for R5, between 40 and 50 pages).

Language: Copy-edited and proofread English (UK)

Format: Deliverables will have to comply with EIGE's style guide and technical requirements. Databases need to be compatible with EIGE's systems. In order to produce quality information for databases and EIGE's RDC, contractors need to fulfil a set of standardized criteria about format, categories, fields and technology. EIGE will provide further details about that during the inception meeting.

Deadline: 25 weeks after the date of signature of the contract the contractor shall provide the interim report to EIGE and participate in the mid-term meeting in Vilnius (W18). EIGE will have ten working days from receipt of the report to approve or comment. Within ten days of receiving EIGE's comments, the contractor shall submit additional information and the second interim report in its definitive form by electronic and regular mail.

Deliverable 4: Third Interim report and meeting

The third interim report, showing the progress of work undertaken and deliverables DB₄ and R₇, shall be submitted to EIGE and a subsequent meeting will take place in Vilnius in order to present preliminary findings and to discuss further details regarding the end of the study.

The third interim report shall include the following, but not limited to:

- Definitions of the new key terms and concepts used for this phase;
- A description of specific methodology used for this phase outputs;
- A description of the work in progress, challenges encountered and proposed solutions;
- A final work-plan and timelines to ensure the submission of the final report and deliverables within the contractual deadlines;
- Review of the next deliverables format and structure;
- The preparatory materials (programme, work plan, timelines, identified stakeholders, etc.) and other preparations for a consultative meeting held in Vilnius organized as a participatory mechanism for assessing and selecting good practices.

Annexes:

- Database with data on Gender Impact Assessment in a selected policy area within the European Commission, the EU Member States and Croatia that will feed, enrich and complement previous data collected and uploaded in DB₃ on methods and tools for gender mainstreaming (DB₄);
- A draft report assessing the policy effectiveness of gender impact assessment as a tool for gender mainstreaming in the European Commission, the EU Member States and Croatia (R₇);
- A visual presentation in a power point format reflecting the structure and content of the report R₇;
- Other knowledge-based product previously agreed upon with EIGE distilling information from the main report to facilitate tailored dissemination packages to targeted audiences (R₁₀).

R₇: GIA implementation assessment report will include at a minimum, as follows,

- a. Evaluability assessment and rationale for the selection of the specific policy area(s)
- b. Description of the methodology used for the evaluative exercise
- c. Evaluation matrix in the annex
- d. Questionnaires and instruments developed for data collection in the annex
- e. Main findings and conclusions
- f. Recommendations and points for discussion

The Interim report shall provide advanced information covering output 3.1; and preliminary information on the outputs 3.2 and 3.3. This third interim meeting will serve the purpose to validate current developments and approaches, and prepare the final phase of the study.

The third interim report, with corresponding Annexes (DB4, R7), must be provided in two hard copies and in an electronic copy.

Size: maximum 30 pages and relevant annexes (for R7, a minimum of 40 pages and a maximum of 80).

Language: Copy-edited and proofread English (UK)

Deadline: tentatively 40 weeks after the date of signature of the contract the contractor shall provide the third interim report to EIGE and participate in the third interim meeting in Vilnius (W43). EIGE will have ten working days from receipt of the report to approve or comment. Within ten days of receiving EIGE's comments, the contractor shall submit additional information and the interim report in its definitive form by electronic and regular mail.

Deliverable 5: Final report and meeting

The final report will contain an overview of the project and reflection on the critical achievements regarding the set-out objectives in the onset. It will include the final report on good practices (R8) and on good practice guidelines for gender impact assessment (R9). As a final stage, this final report and meeting will serve the purpose to address all pending knowledge-based products for the study dissemination, study inconsistencies among all its outputs, and final conclusions. A final meeting will take place in Vilnius in order to present the findings of the study and the final reports, including R9 on good practice for GIA.

The Final report shall include the following, but not limited to:

- Detailed description of the methodologies used for good practices, including comments on current EIGE's approaches and in which ways they can be improved;
- A description of challenges encountered throughout the study and solutions given to them;
- The results of the consultative meeting held in Vilnius and organized as a participatory mechanism for assessing and selecting good practices, and reflecting on good practice guidelines;

Annexes:

- Draft report on GIA Good Practices (R8) including those practices selected in the consultative meeting and full completion of relevant information in fiches in a previously agreed-upon format;
- Draft report on good practice guidelines for GIA implementation (R9) in line with the European Commission impact assessment system and existing guidance on GIA at the level of the European Commission, the Member States and Croatia;
- A visual presentation in a ppt format reflecting the structure and content of the Final report;
- All the final data collated, collected and analysed presented in databases;
- All the references and sources reviewed or consulted during the project (as a bibliographical Annex)
- All raw materials as delivered by the study respondents;
- Final knowledge-based products (graphic information, executive summary, etc.), previously agreed upon with EIGE, distilling information from the main report to facilitate tailored dissemination packages to targeted audiences (R10). Specifically, it shall include at this stage of the project implementation an executive summary with an overview of the whole project and its conclusions.

The contractor will run with all the costs and be responsible for the contents of the consultation meeting event in Vilnius, including:

- Meeting programme and agenda;
- Participants, speakers, moderators--to be agreed with EIGE's project manager and stakeholders Team;
- Information and materials for participants before, during and after the meeting;
- Background note on GIA and the selected practices with potential regarding the implementation of the GIA in a selected policy area collected in the European Commission, EU Member States and Croatia. The analysis shall provide an extensive commentary of the collected resources and signal identified gaps and needs related to gender impact assessment;
- Consultation meeting report, presenting the findings from the discussion and all relevant information;
- Detailed requirements to the conference facilities will be specified during the inception meeting.

The final report shall cover the whole project and specific outputs 3.2 and 3.3. The final report, with corresponding annexes, must be provided in four hard copies and in an electronic copy.

Size: minimum 50 pages and relevant annexes (R8 no more than 10 pages for selected practice, R9 (between 15 and 25 pages), R10 (as agreed-upon during the inception phase). Knowledge-based products will be brief summaries (in general of no more than 10 pages) in a variety of formats to meet different audiences and information needs.

Language: Copy-edited and proofread English (UK)

Deadline: 47 weeks after the date of signature of the contract the contractor shall provide the final report to EIGE (a draft final report 45 weeks after and a final meeting to be held 46 weeks after the contract signature). EIGE will have 5 working days from receipt of the report to approve or comment. Within ten days of receiving EIGE's comments, the contractor shall submit additional information and the Final report in its definitive form by electronic and regular mail.

The contractor is expected to ensure smooth and efficient communication with EIGE after the submission of the final report in case further clarification regarding the provided information is needed.

1.11 PROVISIONAL TIMELINE, MILESTONES & DELIVERABLES

Deadlines will be rescheduled within the limits of the contract deadline during the inception meeting according to the agreed-upon work plan for the study implementation. The following chart seeks to orientate and summarize all expected deliverables and delivery pace.

W	Code	Milestone & Deliverables	Type
W1	Mo	(online) Kick-off meeting	Business meeting
W3	D1	Draft report (D1) + Annex: Q1	Draft report
W4	M1	Inception meeting	Business meeting
W5	R1	Inception report	Final report
W5	Q1	Data collection instruments for Output 1.1.	Final design
W12	CM1	(online) consultation meeting	Online meeting

W12	CMR1	(online) consultation meeting report	Final report
W12	D2	Draft 1st interim report (D2)+ Annex: DB1 + R2 + Q2	Draft report
W14	M2	1st interim meeting	Business meeting
W16	DB1	Database European Commission	Database
W16	R2	European Com institutional capacity assessment report	Final report
W16	Q2	Data collection instruments for Output 1.2; 1.3; 2.1; 2.2; 2.3	Final design
W22	CM2	(online) consultation meeting	Online meeting
W22	CMR2	(online) consultation meeting report	Final report
W25	D3	Draft 2nd interim report + DB2 + DB3 + R3+ R4+ R5 + R6 + Q3	Draft report
W28	M3	2nd interim meeting	Business meeting
W30	DB2	Database Institutional Mechanisms National/Regional	Database
W30	DB3	Database Methods & Tools GM	Database
W30	R3	Institutional Capacity Assessment report	Final report
W30	R4	Country Sheets on GM MT	Final report
W30	R5	GM MT Analytic overview report	Final report
W30	R6	Evaluability Assessment	Final report
W30	Q3	Data collection instruments for Output 3.1; 3.2; 3.3	Final design
W31	CMP3	(onsite) GP consultation meeting preparations	Final report
W37	D4	Draft 3rd interim report (D4)+ Annex: DB4 + R7	Draft report
W39	M4	3rd interim meeting	Business meeting
W41	DB4	Database GIA	Database
W41	R7	GIA report	Final report
W43	CM3	(onsite) GP consultation meeting	Event
W43	CMR3	(onsite) GP consultation meeting report	Final report
W45	D5	Draft final report (D5)+ Annex: R8 + R9 + R10	Draft report
W46	M5	Final meeting	Business meeting
W47	R8	GIA GP report	Final report
W47	R9	GIA Guidelines report	Final report
W47	R10	Knowledge-based dissemination materials	Final report

1.12 RESPONSIBILITY

The overall responsibility for executing the contract, including the implementation of all measures necessary to provide the Institute with in-time deliverables of the highest quality, lies with the contractor. The contractor shall carry out the work independently and will be the sole partner of EIGE with responsibility for ensuring the quality and consistency of the work carried out under this contract.

The contractor is expected to organise its own project management and coordination team – the Project Team – led by the Project Manager to oversee all aspects of the work related to the study. The tenderer's technical proposal shall clearly list the profile of experts working in the core research team.

A different researcher has to be assigned to each of the EU Member States and Croatia. The composition of the national research expert network will be confirmed during the inception phase. The contractor will notify in writing to EIGE any changes in the composition of the network during the project implementation requesting EIGE's acceptance and attaching the CVs of the proposed replacements, which must comply with the requirements of these technical specifications. The contractor needs to receive EIGE's approval in writing before actually introducing any replacement. EIGE is not obliged to agree on the proposed changes.

All deliverables and reports are subject to acceptance by EIGE. The final editorial control rests with the Institute.

1.13 PROJECT TEAM

The organisation of the project team is of high importance. The required experience of the project team shall be explicitly described in the CVs included in the tenderer's offer (as referred in section 2.4.3.B of the tender specifications). Tenderers are urged to pay special attention to ensure that the research team fulfils the requirements listed below in terms of qualifications and experience.

The implementation of the contract will require the following knowledge and expertise:

- experience and knowledge of the European Union's policies and strategies on gender equality and their implementation at EU and Member State level, particularly with regard to gender mainstreaming;
- experience in the area of evaluation, impact evaluation assessment, and assessment of institutional capacity and results of public policy;
- capacity to manage the project with the aim to deliver in-time high-quality final products meeting the scope requirements;
- capacity to coordinate the team of international experts who will carry out the study;
- ability to complement information from national researchers with information from other sources;
- accessibility to sources of information;
- capacity to liaise and establish cooperation links with relevant partners;
- good understanding of the different socio-economic realities, stages of development, and culture and traditions as regards gender equality in the EU Member States and their regions;
- ability to research, analyse and process large amounts of data and information in a systematic, rigorous and accessible manner;
- strong analytical and writing skills, experience in drafting analytical reports in a European context;
- experience in organising consultation processes (online consultations, seminars, round tables);
- very good command of English.

The team must have members with the following professional profiles and roles:

Project Manager: The project manager is in charge of the overall coordination and administrative tasks of the project as well as contacting and informing EIGE about all aspects related to the execution of the contract. The project manager will provide EIGE with monthly reports on progress in the study and other relevant aspects of the work. S/he will be responsible for the effective implementation of the project and the in-time delivery of quality outputs.

Qualifications and professional experience

- University degree;
- A minimum of five (5) years of professional experience in project management;
- Proven experience in research management, as manager or coordinator of a least three (3) major international or European projects (preferably research), each involving at least three countries;
- Proven experience in the area of gender equality;
- Preferable experience on evaluation and assessment of projects, programmes and policies in the context of gender equality;
- Excellent knowledge of English (Level C1 based on Europass CV model)

Two Senior Researchers: The two senior researchers – with joint expertise in evaluation and gender mainstreaming and shared experience in European research projects – will develop the methodological framework of the study and will guide other researchers in order to ensure the reliability and accuracy of the information collected. They will be responsible for the overall quality of the study and will ensure the validity of the main conclusions.

Senior Researcher 1:

Qualifications and professional experience

- Master's degree (or equivalent) in evaluation, a relevant social science, economics or a related field;
- Proven experience in supervising or collaborating on international or European research projects (at least two projects are required);
- Proven skills in evaluation methodology, collection, interpretation and analysis of data and information;
- Experience in drafting analytical reports;
- A minimum of five (5) years of research and/or evaluation experience in public policy and programmes in the context of the EU (preferably with links to issues related to gender mainstreaming);
- At least three (3) publications (including articles or reports for research projects) on evaluation of public policy;
- An excellent knowledge of English (Level C1 based on the Common European Framework of reference).

Senior Researcher 2:

Qualifications and professional experience

- Master's degree, preferably in Social Sciences, law, economics or a related field;
- Proven experience in supervising or collaborating on international or European research projects (at least two projects are required);
- Knowledge of the status of gender equality policies and gender mainstreaming in the European Union;
- Proven skills in collection, analysis and interpretation of data and information;
- Experience in drafting analytical reports;
- A minimum of five (5) years of research experience on issues related to gender mainstreaming in the EU;
- At least three (3) publications (including articles or reports for research projects) on gender mainstreaming;
- Excellent knowledge of English (Level C1 based on the Common European Framework of reference).

Scientific coordinator: A researcher will coordinate the network of national experts and the smooth integration of research findings from the European Commission, the Member States and Croatia.

S/he will ensure compliance with methodological guidelines and will supervise the contributions of national researchers to the various project outputs and deliverables.

Qualifications and professional experience

- University degree in social sciences;
- A minimum of four (4) years of proven professional research experience in gender issues (preferably on issues related to gender and evaluation);
- Proven experience in quantitative and qualitative research;
- Preferable experience on monitoring, evaluation and assessment of projects, programmes and practices in the context of gender mainstreaming;
- Excellent knowledge of English (Level C1 based on Europass CV model).

National Research Experts' network: National researchers will carry out the desk and field research at national level in the in the 27 EU Member States and Croatia. Twenty-eight national researchers, one per Member State, shall be identified and engaged in the project in order to cover each of the EU Member States and Croatia. If necessary, additional experts will be involved at a Member State level. The winning tenderer to whom the contract is to be awarded will be requested to provide the Curricula Vitae (CVs) in a common European format of the national researchers responsible for providing data and information at the Member-State level. The composition of the national research experts' network will be approved by EIGE in the course of the inception phase.

Qualifications and professional experience

- A university degree, preferably in social science, public policy, law or economics;
- A minimum of three (3) years of proven professional research experience in social sciences in the country of responsibility, preferably with links to the issues of gender mainstreaming;
- Experience in working with public administration and policy;
- A good command of English and knowledge of one or more project-relevant languages.

Copy Editor: A copy editor shall guarantee the high quality of the formatting, style and accuracy of the text of the deliverables, especially those to be disseminated to the public.

Qualifications and professional experience

- A university degree, preferably in Journalism or Communications;
- A minimum of three (3) years of proven professional experience in copy editing and proofreading, preferably in similar projects;
- Be a native English-speaker.

IT Professional: An IT professional shall ensure the quality and accuracy of the design of the databases and their smooth integration into the database system of EIGE's RDC.

Qualifications and professional experience

- A university degree in Information Technology;
- A minimum of three (3) years of proven professional experience in designing and managing databases, preferably bibliographic, document-text and statistical;
- An excellent knowledge of English (Level C1 based on the Common European Framework of reference).

The contractor shall also recruit necessary support staff for the management and implementation of the study. All costs for employing any additional experts during the implementation phase of the project are to be borne in full by the contractor.

1.14 COMMUNICATION AND MEETINGS

The contractor and EIGE will communicate in person, by phone, email and video-conference during EIGE's working days and hours.

During the course of the contract period, and in addition to the inception meeting to be held at EIGE's premises in Vilnius, at least four more meetings are envisaged between the contractor and EIGE's representatives. These working meetings will serve to review the project progress and discuss arising challenges. They will serve as a platform to exchange information on project development, particularly in regard to quality control, and supplement other communicated information.

All meetings will take place in Vilnius at EIGE's premises.

During the inception meeting, the objectives, overall organization and project timeline will be discussed in detail. The contractor will develop and present the project methodological framework in detail, along the lines defined in the technical proposal submitted by the contractor during the tendering process, and the design of the first data collection instruments.

During the interim meetings, representatives of EIGE and the contractor will discuss the interim reports, next steps to be taken and possible limitations and challenges faced during the project implementation. A draft of the interim study report and its annexes shall be made available to EIGE at least two weeks in advance of the meeting, three weeks before in the case of the second interim meeting as tentatively scheduled in section 1.11.

During the final meeting at the end of the contract period, the contractor shall present the overall findings and conclusions of the study, final deliverables and knowledge-based materials. The contractor will be asked to present the final report to EIGE's representatives within an agreed-upon deadline.

The project manager and the senior researcher(s) shall attend all meetings. The contractor will bear in full the costs of its staff attendance at all the above meetings.

In addition to these meetings/events, EIGE may, at its own cost, send representatives to the contractor's headquarters for any additional ad hoc meetings that may be required. Video conferences might be also organised when needed.

The contractor is expected to ensure smooth and efficient communication with EIGE during the contract life-span. In order to maximise and streamline communications between future contractors and the information sources identified by this research study, the contractor shall ensure sustainability of the communications in the six-month period following the end of the contract.

The contractor is expected to coordinate with other EIGE's contractors working on gender mainstreaming at the Member State level to avoid duplication and maximize the opportunities to get information and data from primary sources. Contacts made with Member States to gather information shall be fully documented and shared with EIGE in order to help to iron out problems related to information request fatigue. Full results of questionnaires and raw data shall be made available to EIGE directly after the end of the data collection exercise.

Special attention will be given to coordination with EIGE's ongoing research projects related to institutional mechanisms for gender equality and gender mainstreaming. For that purpose, one or more meetings between different contractor's project teams might be deemed necessary, particularly at the initial stages of the project (as a part of the inception/first interim meeting), in order to coordinate multiple information requests to the same information sources in the most effective manner.

1.15 MONITORING OF PROJECT IMPLEMENTATION

EIGE will monitor the project in technical and administrative terms. The contractor shall report immediately in writing any problems encountered during the implementation of the contract to the Institute.

The contractor shall expect that the European Court of Auditors and the European Anti-Fraud Office (OLAF) have the right to gain access to all documentation relating to the project and, therefore, must keep copies of all relevant and related documents.

Throughout the duration of the project, EIGE's staff may visit the contractor's offices and/or the sites where the project is carried out to assess the quality of the work.

The project results will be assessed by EIGE as regards their usefulness to the overall and specific objectives of this study, the respect of deadlines, and the quality of the final products. EIGE will also assess the coherence and quality of data, as well as the information and analysis provided, with the objective to present effective and updated knowledge, methods, tools and good practices to Member States and EU institutions in support of the implementation of the gender mainstreaming strategy.

1.16 DATA PROTECTION

Tenderers must ensure that during the implementation of the project they will strictly comply with national and EU data protection legislation, especially Regulation (EC) No 45/2001 and Directive 1995/46/EC, as well as Regulation (EC) No 322/97 on the processing of data for the statistical purposes.

2 THE TENDER

2.1 SUBMISSION OF THE TENDER

Participation in this tender (including each member of a consortium if applicable) is open on equal terms to all natural and legal persons within the scope of the Treaties (this includes all economic operators registered in the EU and all EU citizens) and to all natural and legal persons who are nationals of a third non-EU country which has a special agreement with the European Union in the field of public procurement under the conditions laid down in that agreement.

Tenders must be submitted in accordance with the specific requirements of the Letter of Invitation to Tender and, without fail, within the deadlines laid down therein.

Late delivery will lead to the exclusion of the tender from the award procedure for this contract. Offers sent by e-mail or by fax will also be non-admissible. Envelopes found open at the opening session will also lead to non-admissibility of the tender. Consequently, tenderers must ensure that their bids are packed in such a way as to prevent any accidental opening during its mailing.

The tender must remain valid for a period of **6 (six) months** from the final date for submission of the tenders.

This invitation to tender is intended to be competitive. Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements, collude or make arrangements with competitors, canvass or solicit EIGE staff or influence the evaluation committee or its individual members in any way during the tendering process will render the bid submitted by this tenderer tender invalid.

Submission of a tender implies that the contractor accepts all the terms and conditions set out in these specifications (including the annexes and the technical specifications) and waives all other terms of business.

Submission of a tender binds the contractor to whom the contract is awarded during performance of the contract. Once EIGE has accepted the tender, it shall become the property of the Institute that shall treat it confidentially.

EIGE shall not reimburse expenses incurred in preparing and submitting tenders. No compensation may be claimed by tenderers whose tender has not been accepted, including when the Institute (the contracting authority) decides not to award the contract.

The Protocol on the Privileges and Immunities of the European Union shall apply to this invitation to tender.

2.2 OPENING OF TENDERS

Tenders will be opened on

25/10/2012 at 10:30 EET (Vilnius time)

at the following location:

**European Institute for Gender Equality
Švitrigailos g. 11M,
03228 Vilnius, Lithuania**

One authorised representative of each tenderer may attend the opening of the bids as observer. Companies wishing to attend are requested to notify their intention at the latest two working days in advance to the following e-mail address: procurement@eige.europa.eu. The reference number of the procurement procedure shall be clearly indicated.

This notification must contain an authorisation document signed by an authorised officer of the tenderer and specify the name of the person who will attend the opening on the tenderer's behalf. The credentials of the representative will be checked by EIGE.

2.3 CONTACTS WITH EIGE

In principle, no contact is permitted between the Institute and the tenderer during the tendering procedure. However, contacts may exceptionally be permitted – these cases are specified in the Letter of Invitation.

Under the conditions described in the Letter of Invitation, further information can be obtained by sending a request with clear reference to the procurement number to the e-mail: procurement@eige.europa.eu.

Provided it has been requested in good time, such additional information will be supplied simultaneously to all economic operators by posting it onto EIGE web-site, internet address <http://eige.europa.eu>. The Institute is not bound to reply to requests for additional information received less than five working days before the final date for submission of tenders.

The Institute will inform interested parties of the existence of an error, a lack of precision, an omission or any other type of defect in the documents relating to this call for tenders by supplying information on the Internet address <http://eige.europa.eu>.

During the assessment procedure, EIGE may require some clarification in connection with a tender, or if obvious clerical errors in the tender must be corrected. In any event, such contact must not lead to any amendment of the terms of the tender.

2.4 CONTENT OF THE TENDER

All tenders must contain all the information and all the supporting documents required by these Specifications. In the absence of the required information or documents, the Institute may disqualify the bid. EIGE reserves the right, however, to request additional evidences in relation to the bid submitted for evaluation or verification purposes within a time-limit stipulated in its request.

Tenders must be clear and concise, with continuous page numbering, and assembled in coherent fashion (e.g. bound or stapled).

Tenders shall be submitted in an official EU language, and are recommended to be submitted in English, the working language of EIGE.

All tenders must include:

A. Covering letter signed by the tenderer or its duly authorised representative

B. Table of contents

C. Five sections:

Section One: Administrative information

Section Two: Documents related to the exclusion criteria

Section Three: Documents related to the selection criteria

Section Four: Technical offer addressing technical specifications and award criteria

Section Five: Financial offer

Standard submission forms are annexed to these specifications

SECTION ONE: ADMINISTRATIVE INFORMATION

The Tenderer must provide the following identification documentation:

- **Tenderer identification form:** The tenderer identification form is part of the annexed standard submission forms and needs to be provided in original, signed by a representative of the tenderer authorised to sign contracts with third parties;
- **Legal entity form:** The legal entity form is to be provided in original signed by a representative of the tenderer authorised to sign contracts with the third parties. This form (individuals, private entities or public entities) is available at: http://ec.europa.eu/budget/execution/legal_entities_en.htm;
- **Financial identification form:** The original bank identification form must be filled in and signed by an authorised representative of the tenderer **and** her/his bank. A standard form is available at: http://ec.europa.eu/budget/execution/ftiers_en.htm.

The above forms must be accompanied by the evidence as indicated at the bottom of each form (for private entities: proof of registration, VAT registration, etc.; for individuals: copy of passport, proof of registration/VAT if applicable; for public entities: official document on establishment, etc.).

JOINT OFFERS

A joint tender is a situation where an offer is submitted by a group of tenderers (consortium). If awarded the contract, each member of the consortium will be jointly and severally liable towards EIGE for the performance of the contract.

A consortium can be a permanent, legally established grouping, or a grouping which has been constituted for this tender procedure.

Consortia members in joint tenders may submit only one tender for a single contract. All members of the consortium shall sign the tender or one of the consortium members which is designated as the representative authorised to undertake commitments on its behalf (copy of the authorisation must be provided with the offer).

The tender must indicate which member (lead consortium partner) will represent the consortium in dealing with the contracting authority. The tender must describe the form the cooperation is to take in order to achieve the desired results, and how technical, administrative and financial aspects will be organised.

If the tender does not mention that all members are jointly and severally liable, all other parties included in the tender than the party signing the tender (tenderers) will be considered subcontractors.

In case of submission of a joint offer, the tenderers are asked to fill in and duly sign one of the attached **Powers of attorney** of the standard submission forms, depending on the set up that has been chosen by the tenderers, and specify the role, qualifications and experience of each group member, as well as who has been appointed by the others as the group leader.

In case of a joint offer, only the group leader must return the financial identification form. For the documents to be submitted under this tender by each consortium member, please refer to the Checklist in the Standard Submission Forms.

SUBCONTRACTING

Subcontracting is the situation where the contractor in order to implement the contract, enters into legal commitments with other legal or natural persons for performing part of the service (in particular, any work performed by a person who is not an employee of the tenderer will be considered as subcontracted).

The contractor shall remain bound by her/his obligations to EIGE and shall bear exclusive liability, sole and full responsibility for the performance of the contract. EIGE has no direct legal relationship with the subcontractor(s).

If the tenderer envisages subcontracting, the following documents must be submitted in the tender using the standard submission forms:

- a **subcontracting form** by the tenderer clearly stating the roles, activities and responsibilities of the proposed subcontractor(s);
- a **letter of intent** by each proposed subcontractor stating its intention to collaborate with the tender if the Tenderer wins the contract and their willingness to accept the tasks and the terms and conditions of the contract.

The tenderer must indicate clearly in their methodology which proportion of work will be subcontracted and ways to ensure good-quality monitoring of subcontractors and well-managed subcontracted provision.

For the documents to be submitted under this tender by each subcontractor, please refer to the Checklist in the Standard Submission Forms.

The main contractor retains full liability towards EIGE for performance of the contract as a whole. Accordingly:

- EIGE will treat all contractual matters (e.g. payment) exclusively with the main contractor, whether or not the tasks are performed by a subcontractor;
- Under no circumstances can the main contractor avoid liability towards the Institute on the grounds that the subcontractor is at fault.

Prior written approval from EIGE is necessary in order to replace a subcontractor and/or have work which was not originally subcontracted in the original tender carried out by third parties.

In the event that the identity of subcontractors is not known at the time of submitting the offer, any future subcontract may be awarded according to the provisions of the contract.

SECTION TWO: EXCLUSION CRITERIA DOCUMENTATION

A. Tenderers (including consortium members in case of a joint offer and subcontractors in case of subcontracting) or their representatives, shall provide an original **Declaration on honour**, duly signed and dated in which they:

- state whether or not they are in one or more of the situations referred to in Articles 93 and 94 of the Financial Regulation and detailed in the SSF;
- undertake to submit to EIGE any additional document relating to the exclusion criteria, that the Institute considers necessary to perform its checks, within seven calendar days following the receipt of the Institute's request.

By returning the above-mentioned Declaration, duly signed, tenderers confirm that they have been notified of the following points:

- Administrative or financial penalties may be imposed by the Institute on tenderers who are in one of the cases of exclusion provided for in Articles 93 and 94 of the Financial Regulation after they have been given the opportunity to present their observations.
- These penalties are detailed in Article 96 of the Financial Regulation and Articles 133a and 134b of the Regulation laying down the rules for implementing the Financial Regulation (2342/2002/ of 23.12.02).

B. The winning tenderer to whom the contract is awarded shall provide, within 15 days following the dispatch of the letter informing her/him of the proposed award of the contract and preceding the signature of the contract, evidence confirming the statements referred to in the Declaration.

EIGE will accept as satisfactory evidence that the tenderer is not in any of the situations described in the Declaration, as follows,

- for points **(a), (b) and (e)**, the production of a recent extract (dated no earlier than four months before the deadline for submission of tenders) from the judicial/criminal records or, failing this, a recent equivalent document issued by a judicial or administrative authority in the country of origin or provenance attesting that these requirements are satisfied;
- for point **(d)**, a recent certificate (dated no earlier than four months before the deadline for submission of tenders) issued by the competent authority of the country concerned. These documents must provide proof of payment of all taxes and social security contributions for which the tenderer is liable, including VAT, income tax (natural persons only), company tax (legal persons only) and social security contributions;
- for points **(c) and (f)**, recent certificates issued by competent national authorities;
- for any of the points **(a), (b), (d) or (e)** where no such certificate or document is issued in the country concerned, it may be replaced by a sworn or, failing this, solemn statement by the interested party before a judicial or administrative authority, a notary or a qualified professional organisation in its country of origin or provenance.

If the tenderer is a legal person and the national law of the country in which s/he is established does not authorise legal persons to provide such documents, the documents (such as the judicial/criminal records) must be provided by natural persons with powers of representation in relation to the tenderer.

Where they have doubts as to whether tenderers are in one of the situations of exclusion, EIGE may itself apply to the abovementioned competent authorities to obtain any information they consider necessary about that situation.

EIGE may waive the obligation of a tenderer to submit the abovementioned documentary evidence if such evidence has already been submitted to it for the purposes of another procurement procedure and provided that the issuing date of the documents does not exceed one year and that they are still valid. In such a case, the tenderer shall declare on her/his honour that the documentary evidence has already been provided to EIGE in a previous procurement procedure and confirm that no changes in her/his situation have occurred. S/he shall indicate in the tender all the references necessary to allow the Institute's services to check this evidence.

SECTION THREE: SELECTION CRITERIA DOCUMENTATION

This part of the tender concerns the evidences relating to the economic and financial capacities, as well as technical and professional, capacities of the service provider(s) involved in the bid.

The proper implementation of the contract requires a multiplicity of skills, capacities and different types of expertise to be combined in the performance of the various tasks and activities.

A tenderer may rely on the capacities of other entities, regardless of the legal nature of the links which it has with them. In that case, evidence must be provided that it will have at its disposal the resources necessary for performance of the contract, for example by producing a clear undertaking on the part of those entities to place those resources at its disposal.

In the case of joint tender (consortium) or subcontracting, the technical and professional capacity shall be assessed in relation to the combined capacity (resources at the disposal of all the parties) involved in the tender. In the event of a joint tender, a consolidated assessment shall be made for the turnover criterion. EIGE reserves the right to request additional information for the evaluation of the economic and financial capacity of each member of a consortium.

In the case of subcontracting to the same subcontractor not more than 30% of the contract, provided the main contractor does not rely on the subcontractor's economic and financial

capacities, the subcontractor(s) does not have to provide the economic and financial capacity form. However, EIGE reserves the right to request additional information for the evaluation of the economic and financial capacity.

A. Economic and Financial Capacity

Tenderers must provide EIGE with sufficient proof of their financial standing, and, more importantly, that they have the necessary resources and financial means to carry out the work involved. The tenderer must prove they are viable for the duration of the contract.

Evidence on compliance with the economic and financial capacity requirement must be provided by the submission of a financial statement, as follows:

1. The tenderer which according to the law of the country in which it is established is required to publish the balance sheet shall complete and include in the offer a **“Economic and financial capacity”** statement as presented in the standard submission forms. Please observe the following aspects in completing this financial statement:
 - It shall be presented in original and certified by means of a **signature of the chief accounting officer** of the tendering organisation.
 - EIGE has the right during the tendering process and before awarding the contract to request further evidence on the tenderer's compliance with the economic and financial capacity requirement, in which case balance sheets and profit and loss accounts for the past financial years may be requested.
2. The tenderer which according to the law of the country in which it is established is not required to publish the balance sheet must demonstrate economic and financial capacity by providing the tenderer's annual accounts audited by an approved external auditor and evidence on generating an annual turnover as indicated below.
3. In the case of a consortium submitting an offer, the consortium may rely on the capacities of members of the consortium. It must prove in its offer that it will have their resources at its disposal. Statements of economic and financial capacity shall be included in the offer for all consortium partners.
4. In the case of a natural person the **“Economic and financial capacity”** statement shall be equally included into the offer but only the two lines referred to turnover need to be filled in. This financial statement can be signed by the natural person only.

The **average annual turnover** of the tenderer must be not lower than **EUR 300.000** during the past **3** years.

B. Technical and Professional Capacity

The technical and professional capacity of the tenderers to provide the services required will be assessed on the basis of the tenderer's expertise relevant to the required services as it is described in section 1.13.

The technical and professional capacity of the tenderers to provide the services required shall demonstrate

- the necessary know-how, experience and reliability to perform the contract with particular reference to:
 - expertise and understanding of the structures, strategies, mechanisms, methods and tools for gender equality and gender mainstreaming;
 - experience in evaluation of public policy, programmes and projects;
 - practical knowledge and experience on public policy design and processes, and strategic planning and implementation in the context of the European Commission, the EU Member States and Croatia;

- capacity to build a team of experts with the following profile:
 - o project management experience;
 - o proficiency in the English language (oral and written skills);
- capacity to coordinate the team of international experts who will carry out the study;
- accessibility to sources of information;
- ability to complement information from national correspondents with information from other sources;
- capacity to liaise and establish cooperation links with relevant partners at the European Commission level;
- good understanding of the different socio-economic realities, stages of development, and culture and traditions as regards gender equality in the EU Member States and their regions;
- capacity to handle and deliver large amounts of information in a systematic, rigorous and accessible manner.

In the case of joint offer (consortium) or subcontracting, the technical and professional capacity shall be assessed in relation to the combined capacity of all the parties involved in the tender.

Evidence of the technical and professional capacity shall be provided by submitting the following documents in the standard submission forms:

- List of relevant projects involving more than three countries in the field of gender equality performed in the past 5 years, including information about the budget, dates, tenderer's share in the provision of services, use of subcontractors, contracting authority (public or private), and references to the reports produced;
- Samples of minimum two EU/international research or evaluation projects either related to gender equality or in which research or evaluation methodologies relevant for the Technical Specifications to those were applied;
- A reference to minimum one study report involving more than three countries in which the tenderer acted in a leading capacity;
- Statement of the average annual workforce (only permanent staff) of the service provider broken down by management staff and research staff over the past 3 years;
- The Curricula Vitae (CVs) showing evidence of the required skills must be enclosed, preferably in a common EU format³², for the following profiles listed in section 1.13.;
 - o Project manager
 - o Senior Researcher 1
 - o Senior Researcher 2
 - o Research coordinator
 - o Copy Editor
 - o IT Professional
- A list of potential National Researchers (one per EU Member State and one for Croatia) in the format predefined in the standard submission forms.

SECTION FOUR: TECHNICAL OFFER

In this part, the tenderer must submit a technical offer explaining in detail the way in which s/he proposes to render the service and reach the objectives. This refers to the methodology and the resources that will be used to perform the tasks of this assignment and deliver high-quality final products, as described in the section 1.9 of these technical specifications. It will also contain all the information enabling the award authority to assess the tender as regards the award criteria specified in the section 3.2., subsection A.

³² <http://europass.cedefop.europa.eu/europass/home/hornav/Downloads.csp>

Tenderers may reorganize the suggested activities, methodological proposals and/or tentative calendar in a different way within the scope and time defined in these tender specifications. Tasks and data-collection processes are expected to be grouped and regrouped for efficiency purposes and with the objective of combatting survey fatigue. In particular, but not limited to, the technical offer shall include:

- a conceptual and strategic framework identifying the critical elements of the project and adjusting the scope (policy areas, regional approaches, selection of a policy area for analysis of GIA implementation, good practices, etc.) (or proposing methods to adjust it in due time if it cannot be done in the present moment) including innovative elements that allow the study close the gaps in existing knowledge and deliver high-quality, strategic information;
- a detailed description of the approach, methodology and working methods, including information collection and analysis techniques, that the tenderer intends to use to achieve the objectives and perform the activities of this assignment;
- a conceptual and methodological framework as regards institutional capacity assessment;
- a conceptual and methodological framework as regards the use of theory of change and logic models for analysis of gender mainstreaming implementation;
- a conceptual and methodological framework on evaluative exercise of gender mainstreaming tools, in particular GIA;
- use of participatory approaches that include at a minimum two online consultation meetings on EIGE's online platform during the study implementation span and one onsite consultation meeting in Vilnius for the selection of good-practices and the good-practice guidelines;
- a detailed work programme and timetable, with clear identification of the activities to be performed, of the corresponding milestones and of the related responsibilities within the project team, covering the whole study duration. The timetable must be detailed for the first nine months of the study and a work schedule must be included for the remaining two months;
- information on the quality assurance system for the study deliverables and process;
- information on the risk management strategy;
- list the profile of experts working in the core research team;
- the organisation, details and working methods of the project team for this assignment including a description of the reporting lines.

The tenderer is expected to provide details on a preliminary assessment of the difficulties and expected results.

In the technical offer, the style and presentation must, as far as possible, be simple and clear, and free of jargon that obscures rather than promotes meaning to readers unfamiliar with it.

This section is of great importance in the assessment of the tenders, the award of the contract, and the future execution of any resulting contract. Attention is also drawn to the award criteria, which defines the parts of the technical offer to which the tenderers should pay particular attention. The technical offer shall address the tenderer's approach and solutions for all matters laid down in the technical specifications. A simple repetition of the technical specifications will result in a very low technical score. The level of detail of the tender will be very important for the evaluation of the tender. To be successful, it is of crucial importance that tenders conform to the required structure, respond fully and clearly to the information requested, and respect the administrative rules governing submission. Tenderers are advised to read attentively the technical specifications before proceeding further.

To grant equal treatment of all tenders, it is not possible to modify offers after their submission. As a consequence, incompleteness in this section can only result in negative impact for the evaluation of the award criteria. Please note also that offers deviating from the technical specifications may be rejected for non-conformity.

The technical specifications and the contractor's tender shall become an integral part of the contract to be signed between EIGE and the contractor and will constitute annexes to the contract. In the event of any contradiction the technical specifications shall prevail.

Variants are not allowed. Variant means a solution technically or economically equivalent to a model solution known to the contracting authority that is different from that specifically requested by the contracting authority in the tender documents. Variants may relate to the whole contract or to certain parts or aspects of it.

SECTION FIVE: FINANCIAL OFFER

The financial offer shall be prepared according to the template presented in the standard submission forms.

The maximum budget available for this contract is **EUR 340,000.00**, excluding VAT. Any tender exceeding this amount will not be considered.

Tenderers must provide one fixed price including all study related costs (fees, project management, quality control, back-up resources, travel, etc.).

The tenderer must specify the categories of staff to be involved in the study. For each category of staff involved in the project, the tenderer must specify:

- the total number of days (person-days) each member of staff will contribute to the study;
- professional fees shall be expressed as the number of person-days multiplied by the unit price per working day for each expert proposed. The unit price shall cover expert's fees and related administrative expenditures.

The financial offer shall highlight in the estimate management as well as travel costs. It has to specify direct costs for project scheduled meetings, consultation meetings, and others such as translation expenses or other costs directly or indirectly connected with the provision of services.

The tenderer's attention is drawn to the following points:

- Prices must be quoted in EUROS.
- Prices shall be quoted free of all duties, taxes and other charges e.g. free of VAT, as the European Institutions are exempt from such charges in the EU under Articles 3 and 4 of the protocol on the Privileges and Immunities of the European Union of 8 April 1965 (OJ L 152 of 13 July 1967). Exemption is granted to the agencies by the governments of the EU Member States, either through refunds upon presentation of documentary evidence or by direct exemption. For EIGE the Lithuanian national legislation provides an exemption by means of a reimbursement. The amount of VAT is to be shown separately.
- In case of doubt about the applicable VAT system, it is the tenderer's responsibility to contact the national authorities to clarify the way in which the European Union is exempted from VAT.

3 THE ASSESSMENT PROCEDURE

3.1 EVALUATION OF THE TENDERERS

STAGE 1 - APPLICATION OF EXCLUSION CRITERIA

This stage aims to check, on the basis of the exclusion criteria, whether tenderers can be admitted to the tendering procedure. The (non-)exclusion of the tenderer will be evaluated on the basis of the documents submitted as indicated in Section 2.4.3.

In the case of joint offers or/and subcontracting, the exclusion criteria will be assessed in relation to each consortium member and subcontractor individually. If a member of a consortium is subject to exclusion, the rest of the consortium shall be excluded. If the subcontractor is subject to exclusion, the tenderer shall be excluded.

STAGE 2 - APPLICATION OF SELECTION CRITERIA

This stage aims to check the technical and professional capacity and the economic and financial capacity of each tenderer who has passed the exclusion stage.

The eligibility of the tenderer will be evaluated on the basis of the documents submitted as indicated in Section 2.4.3. All tenderers must comply and prove compliance with all the selection criteria laid down in the tender specifications. Offers from tenderers not meeting the selection criteria will not be further evaluated against the award criteria.

In the case of joint offers or/and subcontracting:

1. For criteria set as minimum viability standards on financial and economic standing (e.g. by means of appropriate statements from banks or balance sheets), an individual evaluation will be made;
2. For criteria that are deemed to be achieved above a certain level (e.g. overall turnover or turnover with respect to the specific tender), a consolidated assessment – all members of the consortium together – will be made;
3. The selection criteria for technical and professional capacity will be assessed in relation to the combined capacities of all members of the consortium and subcontractors, as a whole.

3.2 EVALUATION OF THE TENDERS

STAGE 3 - APPLICATION OF AWARD CRITERIA

This stage aims to assess on the basis of the award criteria the technical and financial offers. As a result, a ranking list will be established including all tenders having passed the exclusion and selection stages in order of merit.

A. Technical evaluation

The quality of technical offers will be evaluated according to the following technical award criteria:

Criterion N°	Criteria and sub criteria	Maximum Score
1	<p>Conceptual and Strategic Approach</p> <ul style="list-style-type: none"> - Understanding of the policy context and identification of policy relevance regarding the strategic goals of gender equality; - Identification, scope, full coverage and rationale of the important items and key issues; 	25

	<ul style="list-style-type: none"> - Strategic thinking conducive to developing knowledge that can make a difference as regards the implementation of the gender mainstreaming strategy across the EU ; - Significance and innovation: Project concepts offer an element of innovation; - Study concept and design, identification of critical elements for assessments, analytic overviews and evaluative dimensions. 	
2	<p>Project Methodology</p> <p>2.1. Overall methodological design and integration of all project components</p> <ul style="list-style-type: none"> - Design, methods and analyses are well developed, integrated and appropriate to the aims of the project; - Adequate methodology for the gathering of homogeneous, comparable information; - Participatory approaches where key stakeholders are kept, where applicable, engaged and supportive with the research study during the life of the project and beyond. <p>2.2. Methodological approach to evaluative analysis, triangulation and interpretation of information</p> <ul style="list-style-type: none"> - The research approach is clearly justified and the methodology is highly likely to result in meaningful findings; - The design combines robust qualitative and/or quantitative methods with innovative thinking; - Elements of complexity are taken on board in meaningful ways; - Participatory approaches provide deeper understanding of findings. <p>2.3. Methodological approach to good practices and good practice guidelines in the context of the present assignment.</p> <p>2.4. Ability to cooperate, coordinate and complement information from national correspondents with relevant information from other sources.</p>	25
3	<p>Project Management</p> <p>3.1. Overall project management approach</p> <p>3.2. A logical and feasible work plan is presented</p> <ul style="list-style-type: none"> - Adequacy of the proposed Work Breakdown Structure; - Synthesis and interactions of the main Work Elements; - Risk management strategy and system in place. <p>3.3. Organisation of the project team</p> <ul style="list-style-type: none"> - Composition, balance and distribution of roles and tasks in the team; - Strength and balance of the team regarding the broadest possible coverage of the different strands and deliverables and the diversity of skills required; - Evidence of strong orientation to results, evidence-based approaches and evaluation; - Ensuring relevant coverage of all EU Member States and Croatia at national and regional level. 	25
4	<p>Quality management</p> <p>Of particular importance, but not limited to:</p> <ul style="list-style-type: none"> - Ensuring in-time delivery of quality output 	20

	<ul style="list-style-type: none"> - Quality assurance process at all stages and deliverables - Rapid response to change - Appropriate availability of specific expertise required 	
5	Structure and clarity of the tender <ul style="list-style-type: none"> - Clear structure - Readability - Clarity of the presentation - Appropriate length - Graphic elements and diagrams to facilitate meaning and understanding 	5
Total number of technical points:		100

Only tenders that have reached a total score of a minimum of **70 %** and a minimum score of **60 %** for each criterion and sub-criterion will be taken into consideration in awarding the contract.

Tenders should elaborate on all points addressed by these tender specifications in order to score as many points as possible. The mere repetition of mandatory requirements set out in these specifications, without going into details or without providing any added value, will only result in a low score. In addition, if certain essential points of these specifications are not expressly covered by the tender, EIGE may decide to give a zero mark for the relevant qualitative award criteria.

1.1.1.1. Financial evaluation

The evaluation of financial offers is based on the total price, as described in Section 2.4.

3.3 AWARD OF THE CONTRACT

AWARD PRINCIPLE

The contract will be awarded to the most economically advantageous offer on the basis of the quality and the price ratio, in accordance with the following formula:

$$\text{Final score for Tender} = \text{Technical score} \times 100.000 / \text{Price}$$

The tenderer having the highest score shall be awarded the contract provided that they do not have any conflict of interest in connection with the contract and they do not find themselves in one of the situations of exclusion referred to in section 2.4.2. above for this open procedure.

EIGE will inform tenderers of the decisions reached concerning the award of the contract, including the grounds for any decision not to award a contract or to recommence the procedure.

INFORMATION TO TENDERERS

Upon written request, EIGE will inform the rejected tenderers of the reasons for their rejection, and the tenderers having submitted an admissible tender of the characteristics and relative advantages of the selected tender and the name of the successful tenderer.

However, certain information may be withheld where its release would impede law enforcement or otherwise be contrary to the public interest, or would prejudice the legitimate commercial interests of economic operators, public or private, or might prejudice fair competition between them.

STANDSTILL PERIOD

EIGE shall sign the contract with the successful tenderer only after a standstill period of 14 calendar days has elapsed, running from the day after the simultaneous dispatch of the award decisions and letters to unsuccessful tenderers.

EVIDENCE RELATING TO THE EXCLUSION CRITERIA

The tenderer to whom the contract is to be awarded shall provide, within 15 days following the receipt of the letter informing her/him of the proposed award of the contract and preceding the signature of the contract, the **evidence** relating to the exclusion criteria, defined in section 2.4.2 B. If this evidence is not provided in due time or proved to be unsatisfactory, the Institute reserves the right to award the contract to the tenderer evaluated as the next-best on condition that s/he can provide the evidence relating to the exclusion criteria.

NO OBLIGATION TO AWARD THE CONTRACT

Initiation of a tendering procedure imposes no obligation on the Contracting Authority to award the Contract. EIGE may, before the contract is signed, either abandon the procurement procedure or cancel the award procedure without the tenderers being entitled to claim any compensation.

In the event of cancellation of the tender procedure, the decision must be substantiated and the tenderers notified. In no event shall the Institute be liable for any damages in any way connected with the cancellation.

4 THE CONTRACT

4.1 NATURE OF THE CONTRACT

Fixed-price service contract

4.2 STARTING DATE OF THE CONTRACT AND DURATION OF THE TASKS

The contract shall commence on the day following signature by EIGE as the last contracting party. The contract is expected to be signed on 19th November 2012. The duration of the contract shall not exceed 11 (eleven) months.

The execution of the tasks may not start before the contract has been signed. The period of execution of the tasks may be extended before the end of the period originally stated in the contract, but only with the written agreement of the contracting parties.

4.3 PLACE OF PERFORMANCE

The tasks will be performed on the contractor's premises or places indicated in the tender. Meetings between the contractor and EIGE will be held on EIGE premises in Vilnius.

4.4 VOLUME OF THE CONTRACT

The maximum amount available for the contract is EUR 340,000.00, excluding VAT. Any bid exceeding this amount will not be considered.

4.5 TERMS OF PAYMENT

Payments shall be made in accordance with the Articles I.4 of the Draft Service Contract.

Payments shall be executed only if the contractor has fulfilled all the contractual obligations by the date on which the invoice is submitted. Payment requests may not be made if an earlier payment has not been executed as a result of default or negligence on the part of the contractor.

4.6 GUARANTEES

No guarantees are required by the contract.

4.7 DATA PROTECTION

See Section I.8 in the Draft Service Contract and the Invitation to Tender.