



Tender Dossier

Production of a Western Balkans Tourism Policy Assessment and Recommendations Report

Reference: 018-019

Contents

1. SUBJECT OF THE TENDER	3
2. TIMETABLE	3
3. PARTICIPATION.....	3
4. CONTENTS OF BIDS.....	4
5. TECHNICAL OFFER.....	4
6. FINANCIAL OFFER	4
7. PERIOD DURING WHICH BIDS ARE BINDING	5
8. ADDITIONAL INFORMATION BEFORE THE DEADLINE FOR SUBMISSION OF BIDS	5
9. SUBMISSION OF BIDS	5
10. WITHDRAWAL OF BIDS.....	5
11. COSTS FOR PREPARING BIDS	6
12. EVALUATION OF TECHNICAL AND FINANCIAL OFFERS	6
13. SELECTION OF THE MOST FAVOURABLE BIDDER	7
14. INFORMATION OF SELECTION OF THE MOST FAVOURABLE BIDDER	7
15. GROUNDS FOR EXCLUSION	7
16. ADMINISTRATIVE AND FINANCIAL PENALTIES	8
17. CONFIDENTIALITY	8
18. SIGNATURE OF CONTRACT(S).....	8
19. CONFLICT OF INTEREST	8
20. APPEALS PROCEDURE.....	9
21. CANCELLATION OF THE TENDER PROCEDURE.....	9
ANNEX I: TERMS OF REFERENCE.....	10
ANNEX III: SERVICE TENDER SUBMISSION FORM	16
ANNEX IV: STATEMENT OF EXCLUSIVITY AND AVAILABILITY	17
ANNEX V: BUDGET BREAKDOWN	18
ANNEX VI: GENERAL TERMS AND CONDITIONS FOR THE PURCHASE OF SERVICES FOR THE REGIONAL COOPERATION COUNCIL SECRETARIAT	19

1. SUBJECT OF THE TENDER

Procurement of services by the RCC Secretariat (Contracting Authority) for the Production of a Tourism Policy Assessment and Recommendations Report for the Western Balkans Six, including data collection and analysis, conclusions and recommendations.

Period of Services: 29 April 2019 – 31 July 2019

Price ceiling: Up to EUR 20,000 – Bids indicating a price above this threshold shall not be considered

2. TIMETABLE

ACTION	1. DATE	2. TIME
Publication of the Tender	1.4.2019	By 17:00 Central European Time
Deadline for any clarification requests from the Contracting Authority	10.4.2019/	By 17:00 Central European Time
Last date on which clarifications are issued by the Contracting Authority	15.4.2019	By 17:00 Central European Time
Deadline for submission of bids	22.4.2019	By 12:00 Central European Time

3. PARTICIPATION

Participation in this tender procedure is open to the respective legal entities either acting independently or within bidding consortia. The bidder should have **substantial experience** in conducting social and economic research and be able to efficiently cover, either directly or through consortium partners, all six Western Balkans economies: Albania, Bosnia and Herzegovina, Kosovo*, Republic of North Macedonia, Montenegro, and Serbia.

Bidding consortia of legal entities, associations/joint venture groups

Bidding consortia participating in this tender must indicate the members and show how the work is divided between them. Specifically, all members must name the *lead member* and authorise this member to represent the consortium and receive payments on behalf of the other members. A corresponding written authorisation, power of attorney must be attached to the bid.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

With the submission of an offer, the bidder, or bidding consortium, accepts the contents and principles of Annex III Service Tender Submission Form and Annex IV Statement of Exclusivity and Availability. If the said contents and principles of the Forms are violated by the bidder or the bidding consortium, the RCC Secretariat reserves the right to exclude the bid.

4. CONTENTS OF BIDS

The offers, all correspondence and documents related to the tender exchanged by the bidder and the Contracting Authority must be written in English.

Supporting documents and printed literature furnished by the bidder may be in another language, provided they are accompanied by a translation into the language of the procedure. For the purposes of interpretation of the tender, the language of the procedure will prevail.

5. TECHNICAL OFFER

The Technical Offer must include the following documents:

- Company/institution profile including a brief description (up to 2 pages) about the company (in case of a bidding consortium, only the lead member should submit the profile);
- Copy of Company's/Institution's Registration Certificate (in case of a bidding consortium, only the lead member submits the Registration Certificate);
- Financial records - company's/institution's balance sheet and profit-and-loss statement for the past 2 years (in case of a bidding consortium, only the lead member should submit the financial records);
- CVs of key members of the project team, outlining relevant knowledge and experience as described in Annex I Terms of Reference, along with contact details of referees;
- A technical proposal (bid) of maximum of 5 pages describing the methodology, main challenges perceived, and tools to be employed by the Consultant(s) to implement the work as described in Annex I Terms of Reference. The technical proposal should outline how the bidder intends to ensure the indicated geographic coverage (Albania, Bosnia and Herzegovina, Kosovo*, Republic of North Macedonia, Montenegro, and Serbia);
- List of references for relevant activities implemented over the past 5 years demonstrating relevant experience in the subject matter and the geographic area;
- Service Tender Submission Form (Annex III);
- Signed Statements of Exclusivity and Availability (Annex IV).

6. FINANCIAL OFFER

The Financial Offer must include the following elements:

- Budget Breakdown (Annex V)

The budget breakdown should reflect the following:

- All figures should be expressed in EUR;
- Lump sum for the assignment should be indicated;
- Breakdown per cost and activity category should be provided, with budget breakdown per each component of the work as requested in the ToR (Phase 1 and Phase 2);
- VAT amount, if applicable, should be presented.

7. PERIOD DURING WHICH BIDS ARE BINDING

Bidders are bound by their bids for 90 days after the expiry of deadline for the submission of bids. In exceptional cases, before the period of validity expires, the Contracting Authority may ask bidders to extend the period for a specific number of days, which may not exceed 20 days.

8. ADDITIONAL INFORMATION BEFORE THE DEADLINE FOR SUBMISSION OF BIDS

Bidders may submit questions in writing to the following contact: procurementforrcc@rcc.int until **10 April 2019 by 17:00 Central European Time**.

No informative meeting is foreseen.

No site visit is foreseen.

9. SUBMISSION OF BIDS

Bids must be submitted by **22 April 2019 12.00 Central European Time** via express mail providing the bid is received by the above date and time

or

hand delivered directly to the Contracting Authority to the following address:

Regional Cooperation Council Secretariat
Attention to: Project Triple P Tourism in SEE; Promotion, Policy, and Pilots
UNITIC building
Fra Andjela Zvizdovica 1, Tower B, 6th floor
71000 Sarajevo
Bosnia and Herzegovina

Bids submitted after the deadline for submission will not be considered.

Bids must be submitted using the double envelope system, i.e. in an outer parcel or envelope containing 2 separate, sealed envelopes, one bearing the words "**Envelope A - Technical Offer**" and the other "**Envelope B - Financial Offer**".

Any infringement of these rules (e.g. unsealed envelopes or references to price in the technical offer) is to be considered a breach of the rules and will lead to rejection of the bid.

The outer envelope should carry the following information:

- Address for submission of bids indicated above;
- Reference code of the tender procedure to which the bidder is responding: **Tender No.** (018-019)
- Words "Not to be opened before the opening-evaluation session";
- Name of the bidder.

10. WITHDRAWAL OF BIDS

Bidders may alter or withdraw their bids by written notification prior to the deadline for submission of bids. No bid may be altered after this deadline.

11. COSTS FOR PREPARING BIDS

No costs incurred by the bidder in preparing and submitting the bid shall be reimbursable. All such costs shall be borne by the bidder. In particular, if proposed experts were interviewed, all cost shall be borne by the bidder.

12. EVALUATION OF TECHNICAL AND FINANCIAL OFFERS

The technical and financial offers are evaluated in accordance with the following criteria:

EVALUATION GRID	Maximum score	Weight	Total
	1	2	(1x2)
A. TECHNICAL OFFER (A.1+A.2+A.3)	100	0.8	100
A.1. Track record, references and general experience of the bidder:	30	0.8	
A.1.1. General work experience; evidence of other contracts with the size comparable to that of tender; portfolio of prior relevant work with three references that RCC may contact	5		
A.1.2. Experience with clients comparable to the Contracting Authority and in performing similar projects, similar fields and topics as well as clients (international organisations, regional initiatives)	10		
A.1.3. Experience of working in the Western Balkan region	15		
A.2. Quality and professional capacity of the Team:	30	0.8	
A.2.1. Quality of the team inspires confidence	5		
A.2.2. CVs satisfy the criteria set forth in the terms of reference	10		
A.2.3. CVs demonstrate professional capacity and experience required (ability to analyse data, deliver professional reports and translate results into an overall strategy)	15		
A.3 Quality of technical proposal:	40	0.8	
A.3.1. Bidder provided a clear outline of the work to be executed with a sound methodology (Methodology Described, Field Work and Quality Control Procedures Described)	15		
A.3.2. Bidder provided a list of the main challenges identified; project approach should demonstrate understanding of the project and the tasks to be performed	15		
A.3.3. The process is clear and the proposed use of resources adequate	10		
B. FINANCIAL PROPOSAL	100	0.2	100
Price/cost effectiveness of the proposal	100	0.2	20

Score for offer X = A: [Total quality score (out of 100) of offer X/100]*80; B: [Cheapest price/price of offer X]*20

In evaluating the financial offer, any arithmetical errors are corrected without penalty to the bidder such that, if applicable, where there is a discrepancy between a fee rate and the total amount derived from the multiplication of the fee rate by the corresponding number of working days, the fee rate as quoted shall prevail, unless in the opinion of the Evaluation

Committee there is an obvious error in the fee rate, in which event the total amount as quoted shall prevail and the fee rate shall be corrected.

13. SELECTION OF THE MOST FAVOURABLE BIDDER

Selection of the most favourable bidder will be internal, in accordance with defined evaluation and award criteria and the RCC's procedures.

The best value for money is established by weighing technical quality against price on an 80/20 basis.

The contract will be awarded to the highest qualified bidder based on the skills and expertise of the proposed project team, the quality of the technical proposal, i.e. concept note, and the cost effectiveness of the financial offer.

14. INFORMATION OF SELECTION OF THE MOST FAVOURABLE BIDDER

The RCC Secretariat shall inform candidates and tenderers of decisions reached concerning the award of the contract as soon as possible, including the grounds for any decision not to award a contract for which there has been competitive tendering or to recommence the procedure.

Standard letter of thanks for participation for unsuccessful tenderers shall be sent within 15 days after the contract is signed with the awarded tenderer. The candidates and tenderers wishing to receive a feedback may send a request within 15 days after receipt of the standard letter of thanks.

The request may be sent to the E-mail address procurementforrcc@rcc.int.

15. GROUNDS FOR EXCLUSION

Candidates or bidders will be excluded from participation in a procurement procedure if it is known that:

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

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

- (a) Subject to a conflict of interest;
- (b) Guilty of misrepresentation in supplying the information required by the Contracting Authority as a condition of participation in the contract procedure or fail to supply this information.

16. ADMINISTRATIVE AND FINANCIAL PENALTIES

Without prejudice to the application of penalties laid down in the contract, candidates or bidders and contractors who have been guilty of making false declarations or have been found to have seriously failed to meet their contractual obligations in an earlier procurement procedure will be excluded from the award of all contracts and grants financed by the RCC for a maximum of 2 years from the time when the infringement is established as confirmed after an adversarial procedure with the contractor.

17. CONFIDENTIALITY

The entire evaluation procedure is confidential, subject to the Contracting Authority's policy on access to documents. The Evaluation Committee's decisions are collective and its deliberations are held in closed session. The members of the Evaluation Committee are bound to secrecy.

The evaluation reports and written records, in particular, are for official use only.

18. SIGNATURE OF CONTRACT(S)

The successful bidder will be informed in writing that their tender has been accepted.

The selected bidder is expected to sign and date the contract and return it to the Contracting Authority within 7 days from the receipt of the contract already signed by the Contracting Authority. Other candidates will be informed that their bids were not accepted by means of a standard letter.

The selected bidder will be awarded with contract for services covering the entire period.

Contract proposal is not provided at this stage.

General Terms and Conditions for the Purchase of Services are provided in Annex VI.

19. CONFLICT OF INTEREST

The Consultant shall take all necessary measures to prevent or end any situation that could compromise the impartial and objective performance of the contract. Such conflict of interests could arise in particular as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest. Any conflict of interests which could arise during performance of the contract must be notified in writing to the Contracting Authority without delay.

The Contracting Authority reserves the right to verify that such measures are adequate and may require additional measures to be taken if necessary. The Consultant shall ensure that its staff, including its management, is not placed in a situation which could give rise to conflict of interests. The Consultant shall replace, immediately and without compensation from the Contracting Authority, any member of its staff exposed to such a situation.

The Consultant shall refrain from any contact which would compromise its independence or that of its personnel. If the Consultant fails to maintain such independence, the Contracting Authority may, without prejudice to compensation for any damage which it may have

suffered on this account, terminate the contract forthwith.

The Consultant shall after the conclusion or termination of the contract, limit its role in connection with the project to the provision of the services. Except with the written permission of the Contracting Authority, the Consultant and any other Consultant, contractor or supplier with whom the Consultant is associated or affiliated shall be disqualified from the execution of works, supplies or other services for the project in any capacity, including tendering for any part of the project.

Civil servants and other agents of the public administration of the RCC Participants, regardless of their administrative situation, shall not be recruited as experts in contracts financed by the RCC Secretariat.

The Consultant and anyone working under its authority or control in the performance of the contract or on any other activity shall be excluded from access to RCC Secretariat financing available under the same project unless they can prove to the Contracting Authority that the involvement in previous stages of the project does not constitute unfair competition.

20. APPEALS PROCEDURE

Bidders believing that they have been harmed by an error or irregularity during the award process may petition the RCC Secretariat directly. The RCC Secretariat must reply within 15 days of receipt of the complaint.

The appeal request may be sent to the E-mail address procurementforrcc@rcc.int or to the address of the RCC Secretariat Project Triple P Tourism in SEE:

Regional Cooperation Council Secretariat
Attention to: Project Triple P Tourism in SEE; Promotion, Policy, and Pilots
UNITIC building
Fra Andjela Zvizdovica 1, Tower B, 6th floor
71000 Sarajevo
Bosnia and Herzegovina

21. CANCELLATION OF THE TENDER PROCEDURE

In the event of cancellation of the tender procedure, bidders will be notified of the cancellation by the Contracting Authority. If the tender procedure is cancelled before the outer envelope of any tender has been opened, the unopened and sealed envelopes will be returned to the bidders.

Cancellation may occur where: the tender procedure has been unsuccessful, i.e. no qualitatively or financially worthwhile bid has been received or there is no response at all; the economic or technical data of the project have been fundamentally altered; exceptional circumstances or force majeure render normal performance of the contract impossible; all technically compliant bids exceed the financial resources available; there have been irregularities in the procedure, in particular where these have prevented fair competition.

ANNEX I: TERMS OF REFERENCE

Tourism Policy Assessment and Recommendations Report

Scope:	Production of a Western Balkans Tourism Policy Assessment and Recommendations Report, including data collection and analysis, comparative assessment of key policy barriers, identification of best practices and opportunities for alleviation of policy obstacles across the region and provision of informed recommendations
RCC Department:	Programme Department Project: Triple P Tourism in SEE: Promotion, Policy and Pilots
Number of posts:	Team Leader + 1 Key Expert (minimum), full team to be proposed by the bidder
Starting Date:	29 April 2019
Reporting to:	Triple P Tourism Project Leader
Location:	Sarajevo, Bosnia and Herzegovina
Duration:	29 April 2019 – 31 July 2019
Price ceiling:	Up to EUR 20,000– Bids indicating a price above this threshold shall not be considered

I BACKGROUND

Purpose

The purpose of the consultancy is to assess selected tourism policy barriers shared by the six Western Balkans economies, provide an in depth comparative analysis and propose informed recommendations for alleviation of policy barriers.

Background Information

Tourism is one of the priority sectors of the SEE 2020 Strategy, with its significant potential for regional cooperation as direct and indirect contributor to the employment, export and GDP growth. However, due to many challenges, such as sector fragmentation, underdeveloped infrastructure, burdensome administrative procedures, lack of diversified market offer, etc., the SEE economies have agreed to prioritise tourism and address those challenges through joint, regional action.

RCC's Triple P Tourism Project, a three-year initiative funded by the EU, focuses on the 6 IPA II beneficiaries in the Western Balkans. The project aims to improve the quality of the tourism offer by: creating joint offer/product(s) to foster regional integration in the tourism sector and its joint global promotion; diversifying tourism offer of the region; alleviating policy barriers to development of tourism industry and easing of administrative procedures; improving the level of services related to tourism; and supporting small-scale infrastructure projects to support the development of regional tourism offer/product.

The Project team implements the action under the supervision of the RCC Secretariat's Programme Department (Competitiveness). The coordination that guides the activities, verifies and endorses the results is achieved through the RCC Tourism Expert Group (TEG), comprised of relevant national stakeholders from the six governments, the private sector and the civil society active in tourism development and promotion. The national TEG Coordinators are also responsible for coordination of relevant stakeholders from tourism or other relevant fields within their own economies.

II DESCRIPTION OF RESPONSIBILITIES

Objectives and Scope of the Assignment

The main objective of the assignment is to design, with RCC's input, and conduct data collection and analysis, and definition of conclusions and recommendations, as support to the production of the **Western Balkans Tourism Policy Assessment and Recommendations Report**.

RCC engagement in regional tourism industry, led by establishment and coordination of the TEG and the implementation of the Triple P Tourism in SEE project, has identified existence of tourism policy issues that act as obstacles and challenges to the industry itself, impeding growth at the pace allowed by the market and the potential the destination holds, consequently impeding the ability of the industry to become a much more reliable contributor to the economic growth for the region. The range of policy gaps is extremely wide, stemming from unavailability of reliable statistics on the tourism industry, and interventions needed in education and training and certification programmes, to establishing standardised quality guidelines for products and services delivered across the region, to promoting responsible investment and management of resources utilised for tourism activities, or to daily operation issues such as ease of border crossing, visa needs and processes, access to rescue services and other. Additional complexity is added by the fact that these policy gaps and expected recommendations for their resolution need to take into account the coverage and applicability in six economies of the region.

Recognising that tourism-related policy interventions generally interact with other policies and strategies within each economy, and that there is difference in ability to effectively resolve policy barriers across the region and within the available time frame, the Project has consulted with TEG members and narrowed down the focus to policy issues which have been identified as ready for a more in-depth comparative analysis and practical recommendations for actions and interventions that can be delivered and pursued at the level of WB6. Those policy areas are:

- 1) Ease of border crossing, including length of waiting time, border crossing for special groups such as outdoor adventure travellers; and overview of visa related obstacles for travellers from long haul destinations;**
- 2) Data collection and statistics on tourism;**
- 3) Workforce strengthening and mobility.**

Furthermore, as a cross-cutting underlying principle which should pervade all stages of industry planning and development, **4) Sustainable Tourism** has been identified as a supplementary policy area requiring closer scrutiny and recommendations across the WB6 region.

The main objective and scope of the assignment is to review the above four policy challenges and develop recommendations for solutions that will lead to easier operations for regional tour operators and better industry information for government and other public sector institutions dealing with tourism that would enable them to better advocate the needs of the industry within their own economies.

In terms of expected outputs and deliverables, the Contractor is expected to carry out the following activities:

Phase 1: *Assessment of Tourism Policy Barriers in Western Balkans Six*

General

The focus of the first phase of the assignment will be on scanning and assessing the current state-of-play in each of the below policy sub-areas in all Western Balkans Six economies and regionally:

- 1) Ease of border crossing;
- 2) Data collection and statistics on tourism;
- 3) Workforce strengthening and mobility;
- 4) Sustainable tourism.

The Consultant will be expected to propose methodologies for collecting relevant, up-to-date data specific to each policy sub-area, from diverse primary and secondary sources of information. Previously published studies by distinguished organisations and institutions (such as the OECD studies on regional tourism) should be consulted as part of the desk review. Specific to each policy sub-area, the Consultant will furthermore be expected to identify key stakeholders, institutions, agencies, organisations and businesses for the purpose of both data collection and validation. The assessment of policy barriers will geographically span all six Western Balkans economies, allowing for economy specific assessments but horizontal comparative analysis as well.

A kick-off meeting will be held between the RCC Triple P Tourism project team and the Contractor for finalisation of the final methodology for conducting the overall Tourism Policy Assessment and Recommendations Report. The meeting will be held upon signature of the contract.

All deliverables will be produced in English, thus an excellent command of the language is critical.

Specific Tasks

Within Phase 1, it is envisioned that the Consultant shall carry out the following tasks:

- Familiarise itself with the RCC and the Project Triple P Tourism in SEE: Promotion, Policy and Pilots;
- Participate in a kick-off meeting and on-going consultation with the RCC Triple P Tourism Project Leader;
- Agree with the RCC Triple P Tourism Project Leader on any outstanding issues and/or possible modifications to the scope of work;
- Conduct desk review of relevant secondary data and literature;
- Finalise the methodology;

- Collect primary data as proposed and approved in the methodology (e.g. deploy interviewers and conduct field work; conduct online survey, etc.);
- Ensure quality control using back-checks (either in person or by phone);
- Produce the raw data tables inclusive of all data collected in each of the economies, including regional averages and pervasive findings. Data should be prepared in a format allowing further statistical analyses and graphical data presentation.

Phase 2: *Development of Tourism Policy Recommendations*

General

The main objective of Phase 2 of the assignment is to perform the analytical work, drawing conclusions and recommendations, and leading to the finalisation of the Western Balkans Tourism Policy Assessment and Recommendations Report. For each of the four policy sub-areas, the Consultant will be expected to propose recommendations and executable solutions, taking into account the specific situation in each of the six economies and potential for regional collaboration in alleviating the said barriers. The Consultant will furthermore be expected to draw experience from relevant good practice examples on national, bilateral or even multilateral level (i.e. border crossing on Peaks of the Balkans trail) that can be replicated across the region or its larger part. For the purpose of validating key findings and recommendations, the Consultant will be expected to conduct a set of focus groups (minimum three) in the Western Balkans Six.

Analysis of policy barriers should be entrusted to experienced experts and the final analytical report will be produced in English, thus an excellent command of the language is critical.

Specific Tasks

Under this Phase, it is envisioned that the Consultant shall carry out the following tasks:

- On the basis of the collected data in Phase 1, and validation processes in Phase 2, develop a comprehensive analytical report that will include, but not be limited to: an executive summary, introduction and main findings, conclusions and recommendations. Proofreading and editing of the report should be done by a native English speaker;
- Provide an overview of the findings and insight into the development of recommendations in a form of a presentation to be delivered at the TEG meeting by 7 June 2019;
- The first draft of the report should be submitted to the RCC Triple P Tourism in SEE project in writing in MS Word format by 5 July 2019;
- The final report will be delivered within 15 calendar days following RCC's comments, but not later than 31 July 2019.

The Consultant will appoint a Team Leader to manage both Phase 1 and 2 and liaise directly with the RCC Triple P Tourism Project Leader.

The implementation of the contract is envisioned to commence on 29 April 2019 and end on 31 July 2019.

III PROFILE AND COMPETENCIES

For the purpose of this contract, the Consultant(s) is expected to put together the necessary team of experts to conduct the work. The Consultant will decide on the adequate team composition and structure, bearing in mind that the minimum team composition will need to include the Team Leader and one Key Expert. The rest of the team should be described in the Technical Offer as well. The Technical Offer should also indicate the level of effort planned per each member of the team.

The Team Leader and the Key Expert(s) should possess the following requirements:

Qualifications

Education:	<ul style="list-style-type: none"> • University or advanced degree in social sciences - economics, sociology, political science, law or related fields.
Experience and skills:	<ul style="list-style-type: none"> • Demonstrable experience and good track record of participating and managing comparable policy assessment projects; • Direct experience in addressing and developing solutions for at least one of the three key policy areas (ease of border travel, data and statistics and/or workforce skills and mobility), with full expertise for all three areas to be secured within the team; • Minimum of 7 years of relevant experience (7 years for the Team Leader), with familiarity of working for international and donor-funded clients; • Proven analytical skills and ability to conceptualise and write concisely and clearly; • In-depth knowledge of the economies covered by the assignment and familiarity with development issues; • Strong writing skills (in English); • Excellent organisational skills; • Ability to be flexible and respond to changes as part of the review and feedback process; and • Proven communication and presentation skills and ability to work in an environment requiring liaison and collaboration with multiple actors.
Language requirements:	<ul style="list-style-type: none"> • Fluency in English, as the official language of the RCC; • Knowledge of other RCC languages is a plus.
Other:	<ul style="list-style-type: none"> • Familiar with MS Office applications.

Core Competencies

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results-Oriented: Plans and produces quality results to meet established goals, generates innovative and practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team; and
- Client orientation: Ability to establish and maintain productive partnerships with regional and national partners and stakeholders and pro-activeness in identifying the needs of beneficiaries and partners, as well as matching them to appropriate solutions.

Core Values

- Demonstrates integrity and fairness by modelling RCC values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

IV QUALITY CONTROL

Consultant should ensure an internal quality control during the implementing and reporting phase of the assignment. The quality control should ensure that the draft reports comply with the above requirements and meet adequate quality standards before sending them to stakeholders for comments. The quality control should ensure consistency and coherence between findings, conclusions and recommendations. It should also ensure that findings reported are duly substantiated and that conclusions are supported by relevant judgment criteria.

ANNEX III: SERVICE TENDER SUBMISSION FORM

REF: (018-019)

One signed original of this Tender Submission Form must be supplied.

1 SUBMITTED by:

	Name(s) and address(es) of legal entity or entities submitting this tender
Full Legal Entity Name	

2 CONTACT PERSON (for this tender)

Name	
Surname	
Address	
Telephone	
Fax	
e-mail	

3 STATEMENT

[Name of the Legal Entity] _____ hereby declares that we have examined and accepted without reserve or restriction the entire contents of the tender dossier for the tender procedure referred to above. We offer to provide the services requested in the tender dossier on the basis of supplied documentation subject of this tender, which comprise our technical offer, and our financial offer.

This tender is subject to acceptance within the validity period stipulated in the instructions to tender.

Authorized person Name and Surname	
Signature	
Date	

ANNEX IV: STATEMENT OF EXCLUSIVITY AND AVAILABILITY

REF: (019-018)

By representing a Legal Entity_____ we agree to participate exclusively in the above-mentioned service tender procedure. We further declare that we are able and willing to work for the period(s) foreseen for the position for which our CVs have been included in the event that this tender is successful, namely:

List of experts:

Expert Name	Available from (Date)	Available until (Date)	Acceptance by signature

ANNEX V: BUDGET BREAKDOWN

REF: (018-019)

No	Cost categories	Total costs	Activity categories				
			Preparation, including finalisation of methodology	Data collection	Comparative data analysis	Validation of findings and recommendations	Report writing
1	Personnel (1.1+1.2+1.3)						
	1.1 Team leader						
	1.2 Senior expert						
	1.3 Other						
2	Per diem						
3	Transportation						
4	Other costs						
5	TOTAL COSTS (1+2+3+4)						
6	VAT (if applicable):						
	GRAND TOTAL (5+6):						

**ANNEX VI: GENERAL TERMS AND CONDITIONS FOR THE PURCHASE
OF SERVICES FOR THE REGIONAL COOPERATION COUNCIL
SECRETARIAT**

REF: (018-019)