

EEA Financial Mechanism 2014-2021

Terms of Reference

for the role of Fund Operator for the Programmes
'Greek Local Development and Poverty Reduction'
'Asylum and Migration'

Greece

Deadline for submission:

14 September 2018

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1. Introduction

Through the EEA and Norwegian Financial Mechanisms (FMs) 2014-2021, the donors work closely with partners in fifteen EU Member States in Central and Southern Europe and the Baltics, to contribute to the reduction of social and economic disparities in the EEA and the strengthening of bilateral cooperation with the donors. Information on the EEA and Norwegian Financial Mechanisms and the EEA and Norway Grants ('the Grants') can be found at www.eeagrants.org.

The Financial Mechanism Office (FMO) is the Brussels-based secretariat for the Grants. The FMO is affiliated to the European Free Trade Association (EFTA), and reports to the Foreign Ministries of Iceland, Liechtenstein and Norway. The FMO also serves as the contact point for the Grants.

The Memorandum of Understanding (MoU) on the implementation of the EEA FM 2014-2021 was signed by Iceland, Liechtenstein, Norway ('the donors') and Greece on 31 October 2017, and can be accessed [here](#). Among the nine Greek programmes in the EEA FM 2014-2021 are support to the programme areas Local Development and Poverty Reduction and Asylum and Migration. The MoU establishes an allocation of EUR 6,500,000 to the Local Development and Poverty Reduction programme (programme I) and an allocation of EUR 16,500,000 to the Asylum and Migration programme (programme II) in Greece. The total programme allocation for the two programmes is EUR 23,000,000.

The Programmes' focus is outlined in the MoU, and will be further specified in the 'concept note' for each Programme that will be developed by the FMO in collaboration with the involved stakeholders.

The FMO has been entrusted with the role of Programme Operator of the Local Development and Poverty Reduction and Asylum and Migration programmes in Greece.

With the present invitation to bid, the FMO is seeking a Fund Operator to manage the two programmes in Greece on its behalf.

There are two programmes, however the main tasks of the Fund Operator in respect to both programmes will to a large extent be similar, therefore one Fund Operator will be contracted.

The Fund Operator shall carry out administrative and technical tasks related to the programmes' preparation and management, including payments, contracting of projects, reporting, monitoring and control functions during programme implementation and closure. In addition, the Fund Operator shall prepare and manage one call for project proposals under programme II.

All the projects under both programmes may be implemented until 30 April 2024 at the latest, unless an earlier date is specified in the project contracts. The Fund Operator is expected to start work as soon as possible and all its activities shall be completed by 31 December 2024 at the latest.

The Fund Operator, its owners and subsidiaries are expected to work towards the core objectives of the Grants, assisting the Programmes in contributing to the reduction of economic and social disparities and strengthening of bilateral cooperation. The highest degree of transparency, accountability and cost efficiency shall be applied and the Fund Operator is expected to contribute to the positive reputation of the Grants.

All communication, correspondence, reporting, etc. between the Fund Operator and the FMO is to be in English.

Key information on each programme is presented below.

PROGRAMME I: GREEK LOCAL DEVELOPMENT AND POVERTY REDUCTION

The EEA MoU with Greece for the 2014-2021 FM allocates EUR 6,500,000 to the Greek Local Development and Poverty Reduction programme. The MoU states that “The Programme shall build on the activities implemented and results achieved under the GR08 programme of the EEA Financial Mechanism 2009-2014. Pre-defined projects, to be implemented by Solidarity Now and Athens Municipality with these objectives, shall be elaborated in the concept note. A grant of up to €1.5 million from the programme shall be set aside for a project addressing refugee children, anti-discrimination and combatting hate speech in the education system, implemented in co-operation between the Hellenic Ministry of Education and the European Wergeland Centre.”

1.1.1. OBJECTIVES AND PRINCIPLES OF THE PROGRAMME

The programme objective is “strengthened social and economic cohesion”, and the programme belongs to the programme area Local Development and Poverty Reduction which supports the following areas:

- Social and economic development in specific geographic areas
- Anti-discriminatory activities focusing on groups vulnerable to social and economic exclusion
- Interventions to increase job prospects
- Interventions to increase job capacity, especially among the most vulnerable
- Quality of and access to social/welfare services
- Networking and policy exchanges between municipalities

1.1.2. PROGRAMME MODALITIES

The concept note for the Greek Local Development and Poverty Reduction programme is still under development and the precise implementation modalities are not yet determined. However, it is currently foreseen to consist of three pre-defined projects:

1. Pre-defined project

Project Promoter:	TBD
Project Partner(s):	TBD
Indicative project budget:	A share of approximately EUR 4,6 million
Indicative project location:	Within Greece

The project will build on the activities and results achieved under the GR08 programme in the 2009-2014 FM.

2. Pre-defined project

Project Promoter:	TBD
Project Partner(s):	TBD
Indicative project budget:	A share of approximately EUR 4,6 million
Indicative project location:	Within Greece

The project will build on the activities and results achieved under the GR08 programme in the 2009-2014 FM.

3. Pre-defined project

Project Promoter:	TBD
Project Partner(s):	TBD
Indicative project budget:	Up to EUR 1,5 million
Indicative project location:	Within Greece

The project will address refugee children, anti-discrimination and combat hate speech in the education system. The project shall be implemented in co-operation between the Hellenic Ministry of Education and the European Wergeland Centre.

PROGRAMME II: ASYLUM AND MIGRATION

The Greek Asylum and Migration programme (“Addressing urgent needs for the reception and screening of asylum seekers and for the accommodation of vulnerable groups”) has a programme grant of EUR 16,500,000.¹ The MoU with Greece signed on 31 October 2017 stipulates the following concerning the Asylum and Migration programme:

- “Building on the results achieved in the GR05 programme implemented under the EEA Financial Mechanism 2009-2014, the programme shall give priority to ensuring support and care for vulnerable groups of asylum seekers, in particular unaccompanied children.
- Priority shall be given to supporting accommodation and services in open reception centres for asylum seekers, in particular focusing on vulnerable groups of asylum seekers.
- The programme shall enhance civil society organisations in the sector and strengthen their interaction and cooperation with relevant public entities.
- Pre-defined projects related to voluntary return through the International Organisation for Migration (IOM) and a continuation of the projects operated by UNHCR and the Norwegian Refugee Council under the GR05 programme (2009-2014), providing assistance to asylum seekers’ accommodation in Greece and capacity building of Greek authorities, shall be considered during the development of the concept note.
- The Ministry responsible for asylum policy, the Ministry of Migration Policy, shall participate as an observer in the Cooperation Committee and be involved and consulted on programme development and implementation.”

¹ The MoU with Greece for the 2014-2021 Financial Mechanism includes two programmes on Asylum and Migration. In addition to the programme II, there is separate programme (Capacity building of national asylum and migration management system) which will be operated by the Greek Ministry of Interior and which is not relevant for the present ToR.

1.2. OBJECTIVES AND PRINCIPLES OF THE PROGRAMME

The programme objective is ‘functioning national asylum and migration management systems ensured and the right to seek asylum safeguarded’, and the programme pertains to the programme area Asylum and Migration that supports the following areas:

- National systems for asylum and migration management, including voluntary return
- Services to help asylum seekers to exercise basic rights

Priority shall be given to the needs of unaccompanied minors and other vulnerable groups.

1.2.1. PROGRAMME MODALITIES

The Greek Asylum and Migration programme consists of one call for project proposals and three pre-defined projects.

1. Call for proposals

Eligible applicants:	NGOs
Indicative total call amount:	EUR 7,5 million
Indicative number of projects:	4-6
Indicative project location:	All over Greece

The call for proposals shall seek applications for projects that provide accommodation and services for vulnerable asylum seekers, especially unaccompanied minors, in the open reception centres. The precise details and parameters of the call for proposals will be determined at a later stage.

2. Pre-defined project: Capacity development for dignified reception and protection of the rights of migrants and asylum seekers in Greece

Project Promoter:	Norwegian Refugee Council (NRC)/NORCAP
Indicative project budget:	EUR 3,5 million
Indicative project location:	All over Greece

The primary target group is the Reception and Identification Service (RIS), National Center for Social Solidarity (EKKA), notably National Referral Mechanism (NRM) Office; Ministry of Migration Policy (MoMP). The secondary target group is vulnerable asylum seekers, including unaccompanied minors. The pre-defined project has 3 outcomes: Outcome 1: Reduced dependence of RIS decentralised sites on the international community to ensure dignified reception, child protection and site management. Outcome 2: Reduced dependence of RIS Head Office on the international community to ensure dignified reception at Reception and Integration Services and temporary sites. Outcome 3: Strengthened capacity of EKKA to ensure protection of vulnerable asylum seekers, particularly unaccompanied minors and survivors of human trafficking. The precise project details and modalities will be determined at a later stage.

3. Pre-defined project: Quality assurance of asylum procedures and free legal aid to vulnerable asylum seekers

Project Promoter: United Nations High Commissioner for Refugees (UNHCR)
Indicative project budget: EUR 3 million
Indicative project location: All over Greece

The project comprises 2 main components: Quality assurance support to the asylum procedures in Greece; and legal aid to vulnerable asylum seekers in Greece. The precise project details and modalities will be determined at a later stage.

4. Pre-defined project: Assisted voluntary return and reintegration of vulnerable groups

Project Promoter: International Organization for Migration (IOM)
Indicative project budget: EUR 1 million
Indicative project location: All over Greece

The main outcome of the project can be formulated as: "Orderly and humane voluntary return of migrants and vulnerable groups, is secured". The precise project details and modalities will be determined at a later stage.

FUND FOR BILATERAL RELATIONS

The fund for bilateral relations is an additional and separate source of funding to the two programmes. The fund for bilateral relations will be used to encourage and facilitate bilateral cooperation between Greek and donor country entities. The National Focal Point (the General Secretariat for Public Investments & the National Strategic Reference Framework (NSRF), Ministry of Economy & Development in Greece) is responsible for management and control of this fund.

FUND FOR BILATERAL RELATIONS UNDER PROGRAMME I

EUR 50,000 has been allocated in the MoU to the programme from the fund for bilateral relations. This amount shall, in the project contract, be allocated to the pre-defined projects. The Fund Operator shall request funds to cover the cost of activities financed from the fund for bilateral relations from the National Focal Point.

FUND FOR BILATERAL RELATIONS UNDER PROGRAMME II

EUR 125,000 has been allocated in the MoU to the Programme from the fund for bilateral relations.. Initiatives shall be evaluated and selected by the donor programme partner in the programme, the Norwegian Directorate of Immigration (UDI). The Fund Operator shall contract the beneficiaries selected by UDI and shall request funds to cover the cost of activities financed from the fund for bilateral relations from the National Focal Point.

2. The Fund Operator

The Fund Operator shall play a central co-ordinating role in the implementation of the programmes. A number of further entities shall be closely involved, the most relevant of which are presented below. A brief description of the tasks of each entity is provided for background and context; the details are subject to the conclusion of a contract with a Fund Operator:

FMO: The FMO as Programme Operator shall oversee implementation and provide regular guidance to the Fund Operator. The FMO shall pay the Fund Operator's Fund Operator management fee and provide funds to cover project expenditure.

Cooperation Committee (programme II only): The Cooperation Committee is the main forum for collaboration between the Donor Programme Partner and the PO, and is therefore considered instrumental to strengthening bilateral relations. The tasks of the Cooperation Committee shall be those listed in Art 4.4.3, points (c) – (j) of the *Regulation*².

Donor Programme Partner (programme II only): The Norwegian Directorate for Immigration (UDI) will be the Donor Programme Partner in the programme, and will be the main professional advisor to the FMO and the Fund Operator related to asylum and migration sector issues. The costs of the Donor Programme Partner are covered by the FMO.

In addition to its role within the framework of the Cooperation Committee, UDI shall provide particular expertise in the framework of the Call for Proposals (programme II):

- Assist the Fund Operator by providing comments to the draft text of the Call for Proposals.
- Advise the Fund Operator on the procedures for the review of received applications.
- Review project contracts that the Fund Operator will prepare for projects selected further to the Call for Proposals.
- Assist the Fund Operator in drafting the monitoring system and plan for projects funded further to the Call for Proposals.
- Participate in annual field missions to monitor the quality of the reception facilities.

Project promoters: The recipients of grants from programmes I and II, they will be responsible for the implementation of the projects as described in the project contracts concluded with the Fund Operator. They will report to the Fund Operator and receive funds from the Fund Operator.

Other beneficiaries of bilateral funds: Responsible for the implementation of the activities as described in the contracts concluded with the Fund Operator. They will report on expenditure to the Fund Operator and receive funds from the Fund Operator.

National Focal Point (NFP): The NFP (the National Focal Point General Secretariat for Public Investments & the NSRF, Ministry of Economy & Development in Greece) shall receive and process Fund Operator requests for the disbursement from the fund for bilateral relations.

² [Regulation on the implementation of the European Economic Area \(EEA\) Financial Mechanism 2014-2021](#)

TASKS AND RESPONSIBILITIES

The Fund Operator takes on the administrative and technical tasks related to the implementation of the programmes and the fund for bilateral relations. This includes, but is not limited to:

- Setting up of appropriate management and control systems. A detailed description of the management and control systems, accompanied with an audit report and opinion shall be submitted to the FMO within two months from the last signature Programme Implementation Agreement (PIA) between the FMO and the Fund Operator.
- Developing operational and enforceable project contract templates designed to be signed with the project promoters of each project. Such templates should be submitted to the FMO within two months from the last signature PIA. Templates for project contracts to be awarded through the open call should be consulted with the UDI.
- Administration of the open call, development of the call text to be approved by the FMO, selection procedures including appointment and contracting of the selection committee members (approved ex ante by the FMO).
- The conclusion of project contracts with the project promoter of each project and ensuring that (if applicable) partnership agreements are concluded in each project.
- Preparing and submitting reports to the FMO on the implementation of each programme, including physical and financial progress at project level³; entering reporting data into the electronic reporting system as required and ensuring reporting from project promoters to the Fund Operator.
- The transfer of funds from the regranting account opened by the FMO to project promoters based on payment requests.
- Conducting monitoring and gathering information on the progress of implementation of the projects and evaluating project progress towards set outcomes and targets, including risk assessment and mitigation.
- Preparing a monitoring plan for projects awarded through the open call (programme II) which is to be consulted and approved by UDI.
- Conducting administrative verifications in respect of incurred expenditure reported by project promoters and on-the-spot verifications of projects.
- Commissioning an independent financial and compliance audit of final financial reports of projects.
- Providing first point of contact services to applicants and project promoters, proactively supporting, assisting and guiding them on all aspects of project management during the project implementation period.
- Ensuring financial reporting to the NFP on activities financed from the funds for bilateral relations.
- Establishing measures to prevent, detect and nullify suspected or actual cases of irregularities and reporting on irregularities to the FMO.
- Implementing communication and information activities as instructed by the FMO, including organising conference arrangements for the programmes and ensuring visibility for the donors.

³ Annual (final) programme reports and biannual financial reports should be submitted to the FMO separately for each programme

- The archiving of all documents relevant to the implementation of the Programmes for a three-year period following the FMO's approval of the Final Programme Report.

The Fund Operator should execute its duties in close cooperation with the FMO.

3. Management structure

The Fund Operator shall be responsible for setting up an appropriate management and control systems. The requirements of the systems shall be proportionate in relation to the effectiveness of achieving the objectives of the Programmes. A detailed description of the management and control systems shall be submitted to the FMO within two months from the last signature date of the PIA. The description should be accompanied by an assurance report including an opinion issued by an independent and certified auditor concluding that the detailed description of the management and control systems of the Fund Operator complies with the PIA and generally accepted accounting principles. The compliance assessment should be performed by the auditor based on International Standard on Assurance Engagements (ISAE) 3000 "Assurance Engagement Other than Audits or Reviews of Historical Financial Information" (reasonable assurance) as published by IFAC.

The description shall present and explain to the FMO how the requirements of the PIA will be implemented in practice by the Fund Operator. In particular, the document must cover the following elements:

MANAGEMENT AND CONTROL SET-UP

This section should, as a minimum, describe:

- The implementation structure, including an organisation chart
- The allocation of the functions and tasks between the consortium partners and procedures in place at the lead partner to monitor the effective implementation of these tasks (if applicable)
- Broad functions and tasks of key staff involved

THE FUND OPERATOR'S PROCEDURES FOR THE SELECTION OF PROJECTS AND CONTRACTING

This section should, as a minimum, describe:

- Procedures for organising and announcing the call
- Procedures for submission of applications and recording applications received
- Procedures for evaluation and selection of projects
- Measures to avoid conflicts of interest in the selection process
- Procedure for notifying the results of the selection process to accepted and rejected applicants
- Appeals procedure
- Procedures for concluding and modifying project contracts and partnership agreements including applicable laws and enforcement of contracts in Greece

THE FUND OPERATOR'S PROCEDURES FOR REPORTING FROM PROJECT PROMOTERS, VERIFICATIONS, PAYMENTS TO PROJECTS, AUDITS AND MONITORING

This section should, as a minimum, include:

- Procedures to ensure that project promoters are informed about their rights and obligations regarding the provision of funding (e.g. eligibility rules, proof of expenditures, publicity obligations, etc.) and that appropriate guidelines are provided to project promoters
- A description of the system established for reporting by project promoters (in particular in relation to progress towards objective and outcomes as well as statistical and financial information)
- Procedures and methodology for administrative verifications in respect of incurred expenditure reported and for on-the-spot verifications of projects, which should as a minimum:
 - Define which aspects are checked in the administrative verifications and in the on-the-spot verifications respectively
 - Define the verification records and the checklists to be used
 - Describe a sampling methodology to be applied and a sample size
 - Describe the procedure for follow-up on findings detected
- Procedures for payments to projects including arrangements for transfer of funds from the regranting account to project promoters. Payments shall take the form of advance payments, interim payments and payments of the final balance. The level of advance payments and their off-set mechanism shall be proposed by the Fund Operator, agreed with the FMO and set in the project contract. The level of advance payment shall be adequate and shall ensure regular financial flow at project level. The frequency and timing of payments shall be set out in a way that a positive cash-flow is ensured during project implementation. Interim payments may be based either on the principle of pre-financing or on the principle of reimbursement of incurred expenditure
- Arrangements related to audits of and procedures for follow-up on findings detected. The audits must be performed by an independent certified auditor in accordance with the applicable International Standards on Auditing (ISA), the International Standards on Quality Control (ISQC) and the Code of Ethics as published by the IFAC. The auditor should verify compliance of expenditures with the EEA Grants contractual framework defined in PIA and national legislation applicable to the project promoter/partner - audit of legality and regularity of expenditures. The specific objectives, or assertions, for which the auditor should ultimately report on are:
 - Reality and measurement: underlying operations exist and are accurately determined
 - Eligibility of underlying transactions: eligibility criteria are met for the various transactions
 - Compliance with other requirements: other (non-eligibility) criteria are met
 - Correctness of calculations: all calculations are correctly undertaken
 - Completeness and accuracy of accounting: all transactions are accounted for, are not included more than once, and are recorded in the correct accounting period and at correct value
- Description of mechanisms for results- and risk-based monitoring

THE FUND OPERATOR'S SYSTEM FOR PREVENTING, MITIGATING, DETECTING, REPORTING ON AND REMEDYING SUSPECTED OR ACTUAL CASES OF IRREGULARITIES

This section should, as a minimum, describe:

- Measures and procedures to prevent, detect, mitigate or nullify the effect of any cases of irregularities
- Procedures for investigating any suspected and actual cases of irregularities
- Remedies including recoveries and financial corrections
- Details on setting up and maintaining the irregularities register

THE FUND OPERATOR'S SYSTEM FOR MAINTAINING FULL, ACCURATE AND SYSTEMIC RECORDS AND ACCOUNTS OF THE PROGRAMMES

This section should describe how the programmes' audit trail is to be maintained and in particular:

- Procedures for keeping the programme level records including project selection and implementation, verifications, audits, financial reporting and accounts, monitoring, irregularities, etc.
- Procedures to ensure that all the records related to implementation of projects are maintained by the project promoters for a three-year period following the FMO's approval of the Final Programme Report

4. Management fee and terms of payments to the Fund Operator

Cost of the Fund Operator (Fund Operator) related to preparation, implementation and management of the Programmes, including fulfilments of all the tasks and responsibilities as defined in Section 2, shall be covered by the management fee which should be proposed by the Fund Operator in the bid. The financial offer should also include an indicative budget breakdown, showing the build-up of the global price which should not exceed EUR 1.9 million.

The FMO will retain up to 30% of the management fee. The retained amount shall not be paid until the Final Programme Reports have been approved by the FMO.

The management fee shall be without VAT. The FMO will provide a certificate proving that the European Free Trade Association (of which the FMO is administratively a part) is exempted from paying VAT.

Payments by the FMO shall take the form of advance payment, interim payments, and payment of the final balance and shall cover:

- the management fee of the Fund Operator (payable to the Fund Operator's account in equal tranches)
- funds for regranting to projects (payable to the regranting account opened by the FMO)

For interim payments, the underlying principle of the financial flow is payment of advance instalments based on interim financial reports submitted biannually by the Fund Operator, separately for each programme. In each report, the Fund Operator should report on disbursements made to project promoters during the reporting period and estimate future planned disbursements based on the projects progress.

Disbursement of funds is subject to the fulfilment of the requirements related to regular updating of information in the web-based system and compliance with other reporting requirements.

5. Content of Fund Operator's offer

The bidder for the role of Fund Operator is asked to present an application with a proposal for the implementation of the Programmes based on the description in this ToR. The proposal shall be submitted in English. The proposal shall include at least the following information:

- documentation of the bidder's previous similar assignments, preferably on the management of external private or public funds and programmes/projects financed by donors

- description and charts on proposed management structure; composition and allocation of tasks amongst the member of the consortium, if applicable;
- description of assigned staff, including CVs of staff involved in the daily management of the programmes;
- brief overview of proposed management and control systems and projects contracting arrangements as described in section 3;
- financial offer including an indicative budget breakdown showing the build-up of the global price;
- an external audit report of the Lead Bidder, certifying the bidder's accounts for the last financial year available; and
- a copy of the lead bidder's latest accounts (the profit and loss account and the balance sheet for the last financial year for which the accounts have been closed).

6. Administrative, eligibility and evaluation criteria

THE FMO IS NOT BOUND TO ACCEPT ANY BID SUBMITTED TO IT, IRRESPECTIVE OF THE NUMBER OR QUALITY OF THE BIDS RECEIVED. MOREOVER, IT RESERVES THE RIGHT TO REJECT ALL BIDS RECEIVED AND TO MAKE, IF IT DEEMS FIT, A NEW REQUEST FOR TENDERS, AND THE WHOLE WITHOUT THE FMO BEING LIABLE TO THE BIDDERS.

THE DECISION TO CONCLUDE A CONTRACT WITH A BIDDER WILL BE AT THE SOLE DISCRETION OF THE FINANCIAL MECHANISM OFFICE.

ADMINISTRATIVE COMPLIANCE CRITERIA

Administrative compliance will be checked against the following criteria:

- compliance with the submission deadline. If the deadline has not been met, the application will automatically be rejected;
- compliance with submission procedures. The bid submitted is in English and in electronic form. Hand-written bids will not be accepted;
- the submitted bid satisfies all the requirements and criteria specified in this tender. If any of the requested information is missing or is incorrect, the application may be rejected on that sole basis and the application will not be evaluated further.

ELIGIBILITY CRITERIA

In order to be eligible for the Fund Operator role, **bidders (all bidders if applying as a consortium)** must:

- be legal entities **and**
- be established in the European Economic Area **and**
- be independent of government at all levels **and**
- be free of any conflict of interest **and**
- have stable and sufficient sources of finance to maintain their activity throughout the contract duration.

EVALUATION PROCESS

Applications that pass the administrative and eligibility check against the demands outlined in this tender will be evaluated on the following aspects of the application:

- the bidder's **competence and experience** (section 1 in the grid below);
- the **management set-up** of the consortium/sole bidder (section 2 in the grid below).
- the **cost efficiency** of the proposed set-up (section 3 in the grid below).

	Evaluation criteria	Max. score
1	Competence and experience	40
	<ul style="list-style-type: none"> • Experience in project and programme management and technical expertise of individual staff; • Experience and capacity in managing and implementing projects in Greece, including contracting, financial verifications and flows; • Be knowledgeable about the conclusion, implementation and enforcement of grant contracts involving international organisations; • Be knowledgeable about results-based management, project monitoring, and programme management; • Skilled in identifying and assessing the most common legal and financial issues arising in grant funding (including procurement); • Excellent English and Greek language skills, both written and oral. Knowledge of any of the languages of the Beneficiary or Donor States would be an asset, but is not mandatory; • Documented expertise in both the area of Asylum and Migration related to the Greek and the European context (CEAS), as well as in the area of Local Development and Poverty Alleviation, either inhouse or through contracted consultant(s); • Experience in operating in a politically sensitive environment. 	
2	Management set-up of the consortium/sole bidder	30
	<ul style="list-style-type: none"> • Composition of, and division of roles in the consortium/ the sole bidder is clearly explained and strategically designed; • Bid gives clear insight regarding the approach to be taken in designing management and control procedures; • Capable of developing contract and consortium agreement templates, including with international organisations, signing and amending contracts as necessary; • Capable of operating funds that involve regranting to projects and international organisations; • Capable of ensuring reliable, efficient and proportional financial control of project expenditure; • Capable of regularly monitoring of progress towards project objectives; • Capable of providing timely and professional first point of contact services to applicants and project promoters, proactively supporting, assisting and guiding them on all aspects of project management during the project implementation period. • Capable of implementing communication and publicity tools, events etc. • Capable of performing risk assessment and recommending mitigation measures. 	

3	Cost effectiveness	30
Bid represents value for money and provides a rationale for why the proposed fee is necessary to perform the assignment.		
	Total score	100

Only the required information in the proposal will be evaluated. It is of utmost importance that these documents contain ALL the relevant information concerning the assignment. No additional annexes should be sent nor will they be accepted.

Bidders must check that their bid is complete. Incomplete bids may be rejected.

The selected Fund Operator may be requested to provide relevant formal documents confirming its registration, financial status, and other information requested in this tender by FMO prior to contracting.

Bids should be submitted in electronic form ONLY, to frode.mortensen@efta.int AND agota.kovacs@efta.int. The deadline for submission of bids is 14 September 2018 at 12 (noon) Brussels time, as evidenced by the date of receipt by FMO. Late delivery will lead to the non-admissibility of the bid and its rejection from the award procedure for this contract.

No individual replies will be given to questions. All questions and answers that may be relevant to bidders during the course of the evaluation process will be published on the EEA and Norway Grants website. It is therefore advisable to consult the website regularly. Questions may be sent to frode.mortensen@efta.int and/or agota.kovacs@efta.int. The deadline for questions is 7 September 2018.

To ensure equal treatment of bidders, the FMO cannot give a prior opinion on the eligibility of bidders.

Following the evaluation of the bids received against the evaluation criteria outlined above, the FMO may shortlist up to three of the highest scoring bids. Shortlisted bidders will be invited for a meeting with the FMO, following which they will be given a period of one week within which to revise and resubmit their bid. Selection of the Fund Operator from amongst the shortlisted bidders will be on the basis of the evaluation criteria outlined above.

Following the selection of the Fund Operator, a contract will be drawn up by the FMO in consultation with the winning bidder.

Prior to the signature of the contract with the FMO, the selected bidder and FMO will jointly work on further defining the implementation details, based on the bid. During the process, FMO will provide suggestions and recommendations to improve the proposed implementation set-up.