

Request for Services for a
**Framework Agreement on
Appraisals, Monitoring, Evaluations and Studies
relating to the EEA & Norway Grants**

Deadline for submission:
28 April 2025



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1. Background

1.1. EEA and Norway Grants

The European Economic Area (EEA) Agreement is an agreement between the EU Member States and the EFTA EEA States – Iceland, Liechtenstein, and Norway. As an extension of the Agreement, EFTA EEA States agreed to contribute to reducing social and economic disparities in the EEA and strengthening bilateral relations with 15 countries in Central and Southern Europe and in the Baltics through grant schemes formally named **Financial Mechanisms**, but from 2004 referred to as the **EEA and Norway Grants**.

Since then, there have been five consecutive Financial Mechanisms: 1994-1998; 1999-2003; 2004-2009; 2009-2014; and 2014-2021. The latest agreement with the EU, for the 2021-2028 Financial Mechanisms, allocates 3.268 billion euro for this period.

The EEA and Norway Grants are allocated to the countries in the EU whose gross national income (GNI) per capita is less than 90% of the EU average. According to this criterion, fifteen European countries will receive funding from the EEA and Norway Grants in the 2021-2028 funding period: Bulgaria, Croatia, Czech Republic, Cyprus, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia.

For the period 2021-2028, the three thematic priorities that have been designated are:

- European green transition
- Democracy, rule of law and human rights
- Social inclusion and resilience

To contribute to these thematic priorities, 15 programme areas have been identified. Funding will be channelled through multiple programmes in the Beneficiary States, falling under one or more of these programme areas, as defined in the [Blue Book](#):

- Green transition
- Green business and innovation
- Research and innovation
- Education, training and youth employment
- Culture
- Local development, good governance and inclusion
- Roma inclusion and empowerment
- Public health
- Disaster prevention and preparedness
- Domestic and gender-based violence
- Access to justice
- Correctional services
- Serious and organised crime
- Asylum, migration and integration
- Institutional cooperation and capacity building

Each Beneficiary State is in the process of agreeing on a set of programmes with the Donor States, based on national needs and priorities and the scope for cooperation with the Donor States.

Bilateral cooperation will take place within all sectors supported under the EEA and Norway Grants.

To contribute to the above-mentioned three thematic priorities, the following **three funds** have been established within the EEA and Norway Grants 2021-2028 funding period:



- the EEA Civil Society Fund;
- the Fund for Capacity building and Cooperation with International Partner Organisations and Institutions;
- the Fund for Social Dialogue and Decent work (only Norway Grants).

In the 2021-2028 financial period, the EEA and Norway Grants also include a contribution of €183 million to be made available for projects related to challenges stemming from the Russian invasion of Ukraine. The projects should meet identified needs in the Beneficiary States. The programmes of the current Financial Mechanisms 2021-2028 are expected to run until 2032.

The Grants are based on the **common values** and principles of respect for human dignity, freedom, democracy, equality, the rule of law and the respect for human rights including the rights of persons belonging to minorities. All programmes and activities funded by the Grants shall be in line with these common values and principles, and the implementation of the Grants shall comply with the fundamental rights and obligations enshrined in relevant instruments and standards. Gender equality and digitalization are to be mainstreamed and form part of all relevant programme areas.

1.2. Organisational setup of the EEA and Norway Grants under the 2021-2028 Mechanisms

Public institutions in the Donor and Beneficiary States share responsibility for the EEA and Norway Grants. These entities work closely together to achieve the objectives of the Grants.

Grants are administered on the basis of a “Regulation on the implementation of the EEA/Norwegian Financial Mechanism” (the “Regulations”) and of the Memoranda of Understanding between the Beneficiary States and the Donor States (the “MoU”).

The Regulations allow for monitoring and evaluation to be carried out by the **Financial Mechanism Office (FMO)** acting on behalf of the Donors.

The **Financial Mechanism Committee (FMC)** is the decision-making body for the EEA Grants. The committee consists of representatives from the Ministries of Foreign Affairs of Iceland, Liechtenstein and Norway. The FMC draws up and passes policy, regulations and guidelines, approves all programmes and ensures monitoring, control, and evaluations. The **Norwegian Ministry of Foreign Affairs (NMFA)** is the decision-making body for the Norway Grants.

The **Financial Mechanism Office (FMO)** is the Brussels-based secretariat for the Grants which serves as a contact point between the Donor States and Beneficiary States. The FMO is affiliated with the European Free Trade Association (EFTA) and reports to the Foreign Ministries of Iceland, Liechtenstein and Norway (the FMC).

The programme approach of the EEA and Norway Grants means that considerable responsibility is delegated to the Beneficiary States.

Each Beneficiary State has a **National Focal Point (NFP)** which is responsible for achieving the objectives of the Grants, as well as overall management and control of their programmes. Most of the NFPs are located within relevant ministries or public agencies which also have responsibility for managing EU funds. Each Beneficiary State must also designate a **Certifying Authority (CA)** and an **Audit Authority (AA)**.

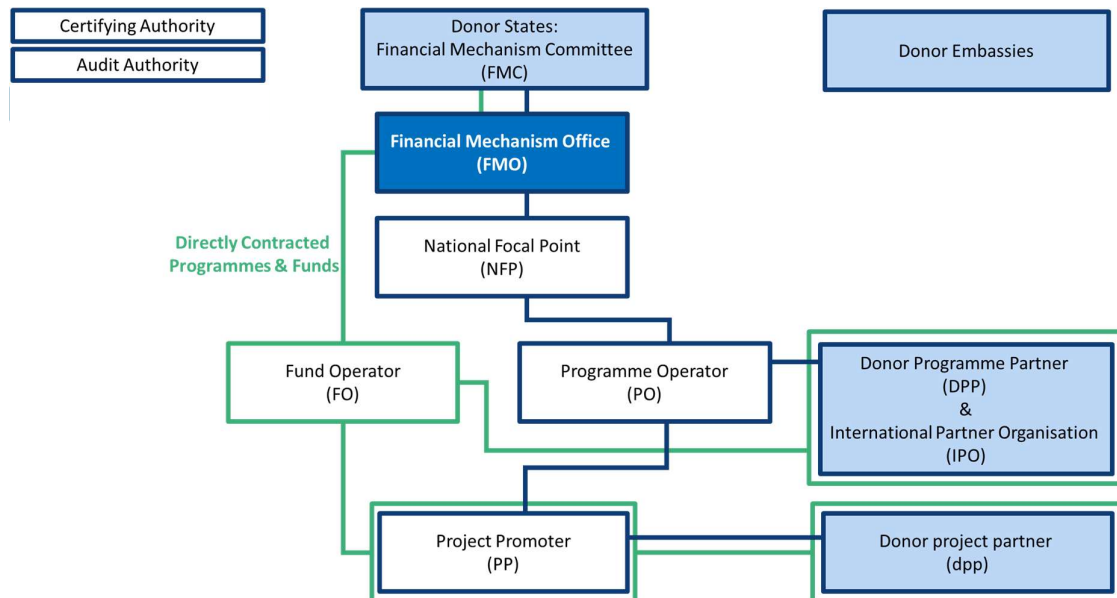
Programme Operators (POs) in the Beneficiary States are responsible for awarding funding to projects according to agreed criteria, monitoring project implementation, and achieving results. In most cases the PO is a public institution with strong ties to the area of the programme – for example, the programme operator for cultural programmes is often the Ministry of Culture.

In some programmes and funds, it is the FMO who is entrusted with the role of Programme Operator. In these cases, the implementation of the programme or fund is normally performed by an external **Fund Operator (FO)** selected through an open tender process. For the programmes or funds for which the

FMO is Programme Operator, the NFP bears no responsibility for their implementation, financially or otherwise.

Programme Agreements are signed between the NFPs and the Donors. For the 2021-2028 period,, the negotiation of the Memoranda of Understanding with the Beneficiary States is well underway. Programme Agreements are to be signed gradually within the following months and years.

Entities from the Donor States are partners in the programmes, contributing to the design and implementation of the programmes, and facilitating partnerships at project level.



2. Services required

The FMO requires assistance for several types of services, to be contracted via specific Detailed Contracts under this Framework Agreement:

1. Appraisals
2. Monitoring
3. Evaluations
4. Studies

2.1. Appraisals

An appraisal is the assessment of the relevance, feasibility and potential sustainability of an intervention prior to a decision of funding.

The FMO will require appraisals of project proposals to assist the FMO to determine whether specific predefined project proposals meet certain requirements. The scope of the Appraisal Services will be set in the Request for Services for each Detailed Contract. It would typically include a desk review of material provided by the FMO, site visit(s), and interviews with a limited number of stakeholders involved in the proposed project.

Upon completion of the Appraisal Service, a report addressing the questions will be submitted to the FMO (the “Appraisal Report”) in the template provided by the FMO. The report will cover the findings, conclusions, and recommendations. The report may be for internal use by the Donors and the FMO, or publication.

The number of consultants required will depend on the scope of the assignment. For limited, specialized tasks the assistance of a 1–2-person team of technical experts will be required. For more complex tasks, a minimum team of 2 experts including a clearly identified Team Leader will normally be required.

2.2. Monitoring

Monitoring is the observation of programme and project implementation to ensure that agreed procedures are followed, the verification of progress towards agreed results, and the identification of potential problems in a timely manner.

The FMO will require monitoring of selected programmes (and occasionally projects) in order to check whether the actions set out in the relevant programme agreements are being taken and whether progress is made on achieving the agreed outcome(s) and output(s). Via the monitoring, the consultant(s) will usually report on implementation progress and will alert the FMO of problematic issues, and provide recommendations for corrective measures. The exact scope of the Monitoring Services required will vary from case to case and will be set in the Request for Services for each Detailed Contract.

The tasks would typically include a desk review of material provided by the FMO, site visit(s) with the Programme Operator/Project Promoters, interviews of Programme or Project Partners involved in the proposed programme/project, and robust analysis of the findings.

Upon completion of the Monitoring Services, a report addressing the monitoring questions will be submitted to the FMO (the “Monitoring Report”) in the template provided by the FMO. The report will cover the findings, conclusions, and recommendations. The report may be for internal use by the Donors and the FMO or for publication.

The number of consultants required will depend on the subject and geographical scope of the assignment. For limited, specialized tasks the assistance of a 2–3-person team of technical experts (including a clearly identified Team Leader) will be required. For more complex tasks, a minimum team of 3 experts, again including a Team Leader, will normally be required.

2.3. Evaluations

Evaluation is a systematic and objective assessment of an ongoing or completed initiative, its design, implementation and/or results aiming to determine the relevance, coherence, efficiency, effectiveness, impact and/or sustainability.

Under the Framework Contract, the term “evaluations” also includes “rapid assessments” which are quick and limited-in-scope objective assessments of an ongoing or completed initiative, its design, implementation, and/or results aiming to determine the relevance, coherence, efficiency, effectiveness, impact and/or sustainability.

The exact thematic and/or geographical scope of each evaluation will be set out in the Request for Services for each Detailed Contract. FMO might specify desired methods for each evaluation, or explicitly request the tenderers to present appropriate methods an assignment in their proposal. The methods may include theory-based, case-based, participatory approaches, quantitative approaches or mixed methods, with a view to providing e.g. cost-benefit analysis, counterfactual analysis, contribution analysis, qualitative comparative analysis, process tracing or action-research.

Upon the completion of the evaluation services, a report addressing the evaluation questions will be submitted to the FMO (the “Evaluation Report” and its accompanying annexes) in the template provided by the FMO. The report will cover the findings, conclusions, and recommendations. The main report will be published, and the annexes may be for internal use by the Donors and the FMO or publication.



The number of consultants required will each time depend on the subject and geographical scope of the assignment, but in principle will not be less than 3 experts and will include a Team Leader.

2.4. Studies

A study is an examination of a subject that falls beyond the scope of ongoing or completed projects, programmes, or initiatives funded by EEA and Norway Grants. Criteria are individually defined for each assignment and not bound by a predefined list. Studies include synthesis studies and reviews.

The exact thematic and/or geographical scope of each study, as well as desired methods and the final report template, if applicable, together with the requested number of experts will be set out in the Request for Services for each Detailed Contract.

3. Procurement of Framework Agreement contractors

Contractors will be selected following an open procurement process, where all eligible applicants are invited to submit bids. Please note that the Financial Mechanism Office, as part of the European Free Trade Association, an intergovernmental organisation, is not subject to EU or national public procurement law.

3.1. Schedule

Event	Date
Publication of invitation to tender	19 March 2025
Deadline for receipt of tenders	28 April 2025 by 12.00h (Brussels time)
Notification of the chosen tenderers	9 June 2025
Signature of the Framework Agreement/Start of work	23 June 2025

Please note that all dates after receipt of tenders are estimates.

3.2. Submission format and language

Tenders must be submitted via e-mail to: **fmo-procurement@efta.int**, no later than 28.04.2025 at 12:00 Brussels Time. The e-mail should be clearly marked with the following subject: Bid submission: Framework Agreement on Appraisals, Monitoring, Evaluations and Studies relating to EEA & Norway Grants

All tender documents must be written in English. All communication between the tenderers and the FMO will be in English.

All tender documents will be treated as confidential.

3.3. Requirements for the tender

The tender is to be structured in sections as follows:

1. **Signed cover letter** referring to the Request for Services for Appraisals, Monitoring, Evaluations and Studies relating to EEA & Norway Grants 2021-2028 and the Draft Framework Agreement (**Annex 1**).



2. **Company presentation.** The presentation of the tenderer and their capabilities should highlight the company's experience in the market and its unique features allowing it to conduct the requested assessments. The company presentation section should not exceed 5 pages and incorporate the completed organisation track record and fulfilment of qualification criteria using the form provided in **Annex 2**.
3. **Tenderer's proposed methodologies** for appraisals, monitoring assignments, evaluations and studies, and their application in the context of EEA and Norway Grants. It should be consistent with the methodologies which the tenderer has experience of applying, as demonstrated in section 6 of the tender, following the template provided in **Annex 3**.
4. **Management and quality control systems** for the services provided. This includes process management, rapid mobilisation of required Beneficiary States' sector experts, communication with the FMO, handling multiple assignments in parallel, and ensuring publishable quality of all of the deliverables – draft and final. This section should present the management structure for the Framework Agreement, as well as for individual assignments – including the timeline of responding to the latter.
5. **Proposed team.** The tender should define names, envisaged responsibilities and division of tasks among the core team put forward. The core team should not exceed 10 persons. The core team should include the following roles, some of which may be combined in the same person:
 - the Framework Director (main contact person),
 - the Deputy Framework Director,
 - methodology experts,
 - project managers (for individual assignments),
 - quality assurers,
- copyeditors.
6. Completed **Evaluation methods questionnaire** using the form provided in **Annex 3**.
7. Completed **Country/sector matrix** using the form provided in **Annex 4**.
8. Completed **Price Matrix** using the form provided in Annex 5. Please also take into account that subsistence costs during travel will be reimbursed pursuant to the EFTA instructions on invoicing of travel-related costs and DSA rates which are in force at the time of travel (The current instructions and DSA rates are included as **Annexes 6 and 7**).
9. **CVs of consultants** proposed for the core team in section 5 of the tender (maximum 5 pages per CV).

3.4. Qualification requirements

Tenderers that submit bids in the competition must fulfil the following qualification requirements to have their bids evaluated.

Qualification requirement	Documentation
<p>Registration as a legal entity</p> <p>The tenderer must be registered as a legal entity in a national corporations registry or similar.</p>	<p>A certificate of registration (copy) shall be attached as appendix to Annex 2 to the bid. It shall not be older than 8 months counted from the tender closing date.</p>
<p>Tax and VAT</p> <p>The tenderer must be fully compliant with all applicable tax and VAT obligations</p>	<p>A certificate showing that the tenderer is registered for declaration and payment of value added tax or a similar sales tax in accordance with the tenderer's national legislation; has declared preliminary taxes for staff and employee contributions; and is free from debts regarding taxes and social security contributions shall be submitted as appendix to Annex 2 to the bid. It shall not be older than 8 months counted from the tender closing date.</p>
<p>Economic and financial capacity</p> <p>The tenderer must have sufficient financial capacity to the subject matter of the contract and its extent</p>	<p>A complete version of the tenderer's latest official annual accounts, including the auditor's statement shall be submitted as appendic to Annex 2 to the bid.</p>

The FMO reserves the right to request clarifications or updated documents as part of its assessment of the qualification requirements.

3.5. Award criteria

FMO plans to enter into up to 8 Framework Agreements for the provision of Appraisal, Monitoring, Evaluation and Studies.

The contracts will be awarded to the tenderers submitting the highest scored proposals with regard to the award criteria specified below. Tenders which fail to achieve a score above 0 on one or more of the award criteria will not be considered eligible.

1. Experience with assignments of similar nature (maximum 20 points)

The tenderers must have proven experience with appraisal, monitoring, evaluation and studies, especially in the Beneficiary States and in the relevant sectors. Experience with the Donor States, EEA & Norway Grants, EU Funds or international grant schemes, would be an asset alongside experience in results-based programme management. This criterion will be assessed on the basis of:

- a. Information provided in main text of the tender (sections 2, 3 and 5);
- b. The organisation's track record (see **Annex 2**);
- c. Experience with different methods (see **Annex 3**).

2. Geographical and sectoral expertise (maximum 20 points)

The tenderer must have good knowledge, understanding and presence in the Beneficiary States, including in the relevant programme areas (see section 1.1 of this document). The tenderer must be able to offer relevant language skills of the Beneficiary States: at least C1 level in the [Common European Framework for Reference for Languages](#). While it is not necessary to cover all Beneficiary States and



priority sectors, the coverage will be assessed via the form provided in section 7 of the tender, following the template in **Annex 4**.

It is not necessary to provide CVs of the Beneficiary States' sector experts, however the commitment to being able to mobilise experts with the expertise indicated in **Annex 4** will be considered binding throughout the duration of the Framework Agreement.

During the assessment of the tenders, FMO might request a sample of CVs of the experts proposed in **Annex 4** for review.

3. Methodological expertise (maximum 20 points)

The tenderer must provide a description of the approaches, tools and methodologies suggested to conduct appraisals/monitoring assignments/evaluations/studies that are likely to provide robust, valid results across countries or sectors. The methodologies described should go beyond various data collection tools and offer insight into proposed analytical methods relevant for each type of assignment.

4. Management and quality control (maximum 15 points)

Tenderers should show how they will manage the assignments, including distributing and coordinating the work. This includes demonstrating how the tenderer will ensure that the services are provided within agreed deadlines and budgets, and to required levels of publishable quality. This section should also include tenderers' approach to handling multiple service requests at the same time. Generic descriptions of the processes will result in a low score.

5. Price (maximum 25 points)

The price is based on daily rates, per country and expert type: coordinator/project leader senior, junior, quality assurance, assistant. This criterion will be assessed based on information provided in **Annex 5**.

3.6. Questions and answers

All potential tenderers may submit questions to the contracting authority before the deadline for submitting applications to qualify and the tender deadline. Answers to the questions will be made available to all potential tenderers as soon as possible. No response will be given to any request for additional information received less than **10 working days** before the closing date for submission of tenders.

Only questions submitted to fmo-procurement@efta.int will be answered. Answers to questions will be published on the EEA & Norway grants' [website](#).

The FMO will not respond to oral questions, nor questions submitted after the above deadline.

3.7. Rejection, cancellation, and no obligation to award the contract

Tenders received after the deadline will be rejected. Tenders lacking any required information may also be rejected. The FMO will notify candidates whose tenders are rejected of this, and of the reason for the rejection.

This invitation to tender in no way imposes on the FMO an obligation to award the contract. The FMO will not be liable for any compensation for tenderers whose tenders have not been accepted, nor will it be so liable if it decides to abandon the procurement or cancel the award procedure. The FMO will notify the tenderers of any such decision.

4. Implementation of the Framework Agreement

4.1. Duration of the Framework Agreement

The duration of the framework agreement will be two years from the date of signature by the last contracting party. The Framework Contract will be renewed automatically for a period of one year up to 5 times under the same conditions, unless written notification to the contrary is sent by one of the contracting parties and received by the other, in accordance with the provisions set out in the Framework Agreement.

4.2. Price adjustments in the Framework Agreement

The prices (hourly rates as reflected in Annex 5) in the Framework Agreement may be adjusted once every two years, up or down by an amount equivalent to the change in the following index:

“Harmonized Index of Consumer Prices (HICP), monthly data, Euro area”

The initial reference index value is the index value for the month in which the Contract was signed.

No price adjustment shall occur automatically, and no adjustments shall be applied retroactively.

4.3. Value of the Framework Agreements

The total value of the Framework Agreements is not expected to exceed 4.5 million Euros.

The budget available for each detailed contract will generally be indicated in the Request for Services of the said assignment. However, the FMO retains the rights to, at its own discretion, issue Request for Services with no indication of available budget. In these cases, Contractors will be expected to include a price in their offer.

4.4. Detailed Contracts under the Framework Agreement

Each service will be contracted via a Detailed Contract, which will come under the Framework Agreement established between one selected company (the “Contractor”) and the FMO.

The scope of each Detailed Contract will be defined by the FMO with a Request for Services. The Request for Services will be sent to all the Contractors. However, requests for services may also be made directly to a contractor, in situations as further described in the Framework Agreement (**Annex 1**)

FMO will endeavour to send a prior notification (a “heads-up”) broadly outlining the nature of the assignment and the approximation of the expected budget to the Contractor(s) at least 10 working days ahead of sharing the Request for Services. If a prior notification is sent, the Contractor(s) must respond within 5 working days whether they would be interested in receiving the Request for Services and potentially submitting an offer.

For **appraisal or monitoring** assignments, the Contractor will have a maximum of 5 working days from the date of Request for Services being shared to confirm if they will submit an offer, and further 5 working days to submit the offer (**10 working days** total from the Request for Services being shared).

For **evaluations or studies** the Contractor will have a maximum of 5 working days from the date of Request for Services being shared to confirm if they will submit an offer, and a further 10 working days to submit the offer (**15 working days** total from the Request for Services being shared).

The deadlines can be extended by the FMO and will be specified each time together with the Request for Services.



4.4.1. Selection of Contractors for Detailed Contracts

The FMO will select one Contractor to carry out a specific task, based on one or more of the following criteria (in no particular order):

- 1) **Understanding of the assignment.** A good understanding of the structure of the EEA and Norway Grants, the context, and the purpose and scope of the assignment will be required.
- 2) **Sector expertise.** The Contractor must be able to provide services in the required priority sector(s), programme areas or other sectors specified by the Request for Services.
- 3) **Beneficiary State experience.** The Contractor must have expertise in the Beneficiary State(s) concerned, including the relevant language skills.
- 4) **Appraisal/Monitoring/Evaluation/Research expertise.** The Contractor must have proven experience in conducting assignments of similar type as required in the specific assignment.
- 5) **Methodological approach.** The Contractor should choose methods and tools that are suitable to address the topic(s), answer the questions, and achieve the objectives of the assignment. The methodology should be presented clearly and with a sufficient level of detail.
- 6) **Quality of previous work.** The quality of services rendered and the reports submitted, as well as quality of collaboration with the FMO, in the course of the duration of the Framework Agreement will be taken into account.
- 7) **Quality control procedures.** The process and product quality control of the Contractor including provisions for proof-reading and language quality of the deliverables.
- 8) **Price.** The cost of the bids will be evaluated on the basis of the prices offered

The FMO will conclude Detailed Contracts based on an overall assessment of the most advantageous offer (price in relation to quality and scope of service, expressed in person-days worked by experts of a given level of expertise: junior, senior, etc.). The price-quality ratio will be specified each time in the Request for Services.

Following an assessment of the offer(s) by the FMO, a Detailed Contract will then be concluded between the FMO and the selected Contractor.

The FMO reserves the right, in all cases and for any reason, not to award the Detailed Contract and to cancel the procedure.

4.4.2. Organisation of services carried out under a Detailed Contract

1. Preparation phase

- Once a Detailed Contract is signed between the FMO and the Contractor, the FMO Contact Person will convene a kick-off meeting with the Responsible Consultant to ensure common understanding of the assignment (purpose and scope, deliverables, timeline, etc.), based on the Request for Services. The FMO Contact Person will also send a package of relevant documents to the Responsible Consultant as soon as possible. The document package for the desk review will include all relevant documents, which are deemed necessary for the successful completion of the Detailed Contract. The FMO will point out any particular areas of concern and highlight any specific areas on which the Contractor should focus. **All documentation received by the Contractor must be handled confidentially.**
- Initial communications, confirmation of materials, and timing. Upon receipt of the documentation, the Contractor will confirm receipt of these documents to the FMO Contact Person.

- Inception report. Depending on the nature of the assignment, as specified in the Request for Services, the Contractor will prepare and submit for approval by the FMO an inception report including sections on the methodology proposed for the assignment, any limitations, data collection tools, and a detailed timeline.
- FMO availability and communications. The FMO Contact Person will be available to the Contractor for any questions relating to the services.
- Site visits and meetings must be scheduled at least two weeks in advance if possible.
- For the establishment of meetings and telephone interviews. The FMO shall assist the Contractor as necessary. Where relevant, the FMO may provide the Contractor with a letter of introduction for use with all stakeholders to facilitate communication.
- Logistics. The Contractor is in charge of the organisation of the visit, including travel and accommodation, interpretation if needed, and any other miscellaneous items.

2. Implementation phase

- Site visits, data collection and interviews. Where necessary, the Contractor will conduct a site visit or interviews with any relevant stakeholders. Further data collection may take place through focus group discussions, surveys, participatory methods, observation, or other relevant methods, depending on the nature and complexity of the assignment.
- Ongoing communication. The Contractor will keep the FMO Contact Person updated on progress with the assignment on a regular basis.
- Areas of concern. The Contractor must signal major problems or concerns discovered to the FMO without delay.
- Additional documents for the desk review. The FMO Contact Person may provide the Contractor with any additional relevant documents that may become available during the assignment.

3. Reporting phase

- Reporting quality. The report(s) must address all questions and areas that have been defined in the Detailed Contract. The reports must be provided using the template provided by FMO. All reports - draft and final - must be produced in English, in line with the FMO Style Guide, proofread, copy-edited, and of publishable quality.
- Submission of the draft report. The Contractor must submit a draft report by the date set forth in the Detailed Contract to the FMO email address specified in the Detailed Contract. This draft report must be quality controlled. More specific requirements related to the report might be defined by the FMO in the Request for Services.

4. Review and finalisation of the report

- Review of the draft report. The FMO will provide any questions or comments to the Contractor within the date set forth in the Detailed Contract. The Contractor is required to review and revise the draft report to adequately respond to the FMO's questions and comments. The Contractor will submit a final report to the FMO by the date agreed in the Detailed Contract.

- Presentation of the final report. As set forth in the Detailed Contract, following approval of the final report, the Contractor may be asked to give a presentation of the report to the FMO and possibly other relevant stakeholders. This may include a question-and-answer session.

4.4.3. Invoices and reimbursement claims

The Contractor will submit the invoice after approval of the deliverables by the FMO. The payment schedule will be specified in each Request for Services.

Unless otherwise agreed in writing after the Detailed Contract has been entered into, the invoice must not exceed the maximum budget agreed to in the Detailed Contract for the services.

If relevant, copies of receipts for travel related to the services must be submitted as part of the invoice and must be in accordance with EFTA regulations on travel-related expenses and daily subsistence allowances, which will be provided as Annexes to the Detailed Contract.

Delays in submission of the deliverables specified in the detailed contract, unless agreed in advance in writing with the FMO, will result in deduction in the final payment of 3% of contract value per work day.

5. Notification of tenderers of decisions taken by the FMO

The tenderers will be informed of the outcome of this procurement procedure by **e-mail only**. It is the tenderers' responsibility to provide a valid e-mail address together with the proposed Framework Director's and Deputy Director's contact details in their tender and to check this e-mail address regularly, including the spam folder.

The FMO will inform all unsuccessful tenderers, by electronic means, that their tender has not been successful, as well as of the main reasons for the relative success of the awarded tenderers. The contract with the awarded tenderers will be signed following a 7 day standstill period after the notification of the unsuccessful tenderers.

6. Annexes

Annex 1: Draft Framework Agreement with Annexes

Annex I Request for Services (this document)

Annex II Contractor's Tender (to be provided)

Annex III Model Detailed Contract with Annexes A-C

Annex 2: Organisation track record

Annex 3: Evaluation methods questionnaire

Annex 4: Country/sector matrix

Annex 5: Price matrix

Annex 6: Instructions on invoicing of travel related expenses

Annex 7: DSA rates