

# Evaluation of the North-South Centre of the Council of Europe

## *TERMS OF REFERENCE*

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### **1. Background and context**

The evaluation of the European Centre for Global Interdependence and Solidarity (more commonly known as the "North-South Centre") of the Council of Europe is launched by the Directorate of Internal Oversight (DIO) based on the Committee of Ministers' decision of May 2013<sup>1</sup>.

#### **Previous Evaluation of the North-South Centre**

The Directorate of Internal Oversight (DIO) undertook an evaluation of the North-South-Centre in 2012<sup>2</sup>. The main recommendation of this evaluation was that the Centre should refocus its goals. It was suggested that the refocusing exercise be entrusted to a working group set up jointly by the CoE Committee of Ministers and the Centre's Executive Committee. In October 2012, the Secretary General made a proposal for the enhanced focus of the Centre<sup>3</sup>. In November 2012, the Committee of Ministers set-up the Ad hoc Working Party on the Future of the European Centre for Global Interdependence and Solidarity (GT-CNS)<sup>4</sup> to make proposals on the future of the Centre and the required minimum number of participants of the Enlarged Partial Agreement. The report<sup>5</sup> of the GT-CNS on the future of the North-South Centre was endorsed by the Ministers' Deputies at their 1171<sup>st</sup> meeting on 29 May 2013<sup>6</sup>..

#### **Contextual factors**

In endorsing the report of the GT-CNS, the Deputies instructed the Secretary General to submit an interim report on implementation of the new line of action of the Centre in mid-2014<sup>7</sup>. They also agreed to take stock of the Centre's activity at the end of 2015 based on an independent evaluation prepared under the aegis of the DIO. A number of factors influence the timing, scope and the type of questions for this evaluation, as outlined in the report of the Ad hoc Working Party (GT-CNS), see para. 8:

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<sup>1</sup>CM/Del/Dec(2013)1171/1.6E

<sup>2</sup>Evaluation of the North-South Centre of the Council of Europe (2012).

<sup>3</sup>DD(2012)1062

<sup>4</sup>CM/Del/Dec(2012)1156/1.5

<sup>5</sup>GT-CNS(2013)4finalE

<sup>6</sup>CM/Del/Dec(2013)1171/1.6E / 31 May 2013

<sup>7</sup>SG/Inf(2014)31

a) the withdrawal of several countries reduced significantly the number of its members which, in 2013, dropped below the minimum level for an Enlarged Partial Agreement and has led to a sharp fall in its financial resources;

b) a desire expressed by both the current and potential future member countries to redefine and refocus the Centre's place and mission in accordance with the present situation in the Council of Europe, i.e. its neighbourhood policy.

The conclusions of the Ad hoc Working Party addressed the following issues:

- **Geographic focus**–the Centre should focus its activities on regions, which are covered or are planned to be covered by the Council of Europe's neighbourhood cooperation policy;
- **Thematic focus** – the Centre should thematically focus on promoting democratic values and culture using such tools as intercultural dialogue and programmes on global and development education;
- **Target groups** – the main target groups of the Centre should be women and youth;
- **Mediation and Interface**– the Centre should play a role in establishing initial relations with neighbouring countries and in setting a foundation for further dialogue and co-operation; The Centre
  - should be an instrument of the Council of Europe neighbourhood policy;
- **Visibility** – the Centre should ensure stronger links with Strasbourg to increase its visibility within the Council of Europe through regular exchanges with the Committee of Ministers.

In addition to issues outlined by the Ad hoc Working Party, the evaluation will consider that the Council of Europe presently implements considerable bi-lateral cooperation activities within its neighbourhood policy through the South Programme, which is coordinated by the Office of Director General of Programmes. For the purpose of bi-lateral co-operation in the context of the South Programme, CoE field offices have been established in Morocco and Tunisia.

## 2. Information on the North-South Centre

Created in November 1989, the Centre was set up in Lisbon in May 1990 following an initiative of the Portuguese government on the basis of the proposals generated by the campaign on North-South interdependence and solidarity organised in 1988 by the Council of Europe in co-operation with the European Community<sup>8</sup>.

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<sup>8</sup> More information can be found on the website of the Centre: <http://www.coe.int/t/dg4/nscentre/>

The Centre is an Enlarged Partial Agreement of the Council of Europe<sup>9</sup>.

## Aims

The aims of the Centre are to promote “gender empowerment, youth participation and democratic consolidation through education to democratic citizenship and intercultural dialogue in cooperation with civil society, local authorities, governments and parliaments”<sup>10</sup>.

Following the proposals of the GT-CNS, the mission of the Centre has been reformulated as follows: “to contribute to implementation of the **Council of Europe's neighbourhood policy**. The Centre's multilateral activities contribute to processes of democratic consolidation in member states and in **neighbouring regions**, mainly through education to democratic citizenship and intercultural dialogue. The focus of many of these activities is on strengthening civil society, in particular with regard to **youth and women**”.<sup>11</sup>

The logframe of the Centre contained in the 2014-2015 Programme and Budget Document is also aligned with the recommendations of the Ad hoc Working Party when presenting the expected results of promoting the role in society of young people and women (expected results 2 and 3) and promoting CoE's values and standards in neighbouring countries (expected result 1).<sup>12</sup>

## Membership

Currently the Centre has 17 members of which 14 are member states of the Council of Europe<sup>13</sup>. Over the recent years the membership has seen some fluctuations. Andorra and Azerbaijan and Cape Verde have joined the Centre. A request from Tunisia to join the Partial Agreement was approved by the Executive Committee and the Committee of Ministers and it is now completing the internal ratification procedure. Bosnia Herzegovina announced its intention to join at the 1206 Meeting of the Minister's Deputies on 10 September 2014. Finland, Germany, Ireland, Norway and Sweden decided to leave the Centre in 2012, and Iceland in 2013. Thus, the number of members has fallen below the threshold of 16 member states (1/3 of the member

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<sup>9</sup> Partial Agreements are governed by Resolution (93)28 and Resolution (96) 36. They must be distinguished from Conventions. They are not international treaties but merely a particular form of co-operation within the Organisation. Partial Agreements allow member States of the Council of Europe to abstain from participating in a certain activity advocated by other member States. From a statutory point of view, a partial agreement remains an activity of the Organisation in the same way as other programme activities, except that a partial agreement has its own budget and working methods which are determined solely by the members of the partial agreement ([www.conventions.coe.int](http://www.conventions.coe.int)).

<sup>10</sup> Website of the Centre: <http://www.coe.int/t/dg4/nscentre/>

<sup>11</sup> Website of the Centre: <http://www.coe.int/t/dg4/nscentre/>

<sup>12</sup> The full logframe of NSC is in Annex 2.

<sup>13</sup> The CoE member states are Andorra, Azerbaijan, Cyprus, Greece, Italy (until January 2015), Liechtenstein, Luxembourg, Malta, Montenegro, Portugal, San Marino, Serbia, Slovenia (until January 2015) and Spain. Cape Verde and Morocco are members of the Centre but not of the Council of Europe and the Holy See is a member of the Centre, and has an observerstatus with the organisation.

states of the CoE), which is the minimum required for Partial Agreements by the Council of Europe statutory rules.

According to the terms of Article 2 of CM Resolution (96) 36, If an existing Partial Agreement no longer meets the minimum membership criterion, the Committee of Ministers will decide whether it should continue.. The GT-CNS report recommended that the Centre should be given until the end of 2015 to test the new line of action to give more member and non-member states the opportunity to join.

Detailed information on the governance structure of the Centre, its partnerships, its budget and its programmatic activities are in Annex 1.

### **Council of Europe internal stakeholders of the Centre**

Several of the activities of the North-South Centre also touch on domains covered by the work of various other entities within the Council of Europe Secretariat. In line with the report of the GT-CNS and the SG Proposal on the enhanced focus for the North-South Centre, these entities include:

- Youth Department
- Equality and Human Dignity Department
- Education Department
- ODG PROG - South Programme
- World Forum for Democracy

## **3. Purpose of the evaluation**

In line with the decision of the Deputies of 29 May 2013<sup>14</sup>, the evaluation will be an important element in the stock-taking exercise on the future of the Centre., Building on the interim report of the Secretary General,<sup>15</sup> the evaluation will consider how the proposals and recommendations of the GT-CNS have been taken into account by the Centre, notably with regards readjusting its focus and bringing its activities in line with the current priorities of the Council of Europe neighbourhood policy. Furthermore, the evaluation should consider the added value of the Centre and its ability to leverage it following the new line of action. Other issues may be considered in the course of the evaluation should responses to the evaluation questions require broader assessment. The time period assessed will be 2013-2014.

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<sup>14</sup> [CM/Del/Dec\(2013\)1171/1.6E / 31 May 2013](#)

<sup>15</sup> [SG/Inf\(2014\)31](#)

In light of the short time span between the previous assessment of the Centre (and the resulting recommendations of the Ad hoc Working Party) and the present exercise, the evaluation should therefore take into account tendencies and trends.

#### **4. Evaluation scope and evaluation questions**

The evaluation questions foreseen are:

**1. To what extent is the Centre<sup>16</sup> focused with regard to geography, thematic coverage and target groups?**

The measures of the Centre's focus will be the extent to which the thematic focus is in line with the recommendations of the Ad hoc Working Party (promoting democratic values and developing democratic culture using such tools as intercultural dialogue and programmes on global and development education), the extent to which the Centre's geographic focus is in line with the recommendation of the Working Party (regions of CoE's neighbourhood policy) and the extent to which the Centre's target groups are mainly women and youth.

**2. To what extent is the Centre acting in synergy and coordination with relevant CoE bodies and entities?**

The measure of synergy and coordination with relevant CoE bodies will be analyzed with regard to increased efficiency in operations, greater exploitation of opportunities, improved utilization of resources and more significant results.

**3. To what extent does the Centre add value to the achievement of current neighbourhood policy priorities of the Council of Europe?**

The measure of the Centre's added value will be that the Centre's features, assets and expertise (reputation, networks, location, quadripartite configuration) contribute to the achievement of CoE neighbourhood policy objectives.

The proposed evaluation matrix is in Annex 2.

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<sup>16</sup>Some flagship activities will be selected such as the North-South Prize, Lisbon Forum, the Mediterranean University on Youth and Global Citizenship (MedUni), the University on Youth and Development (Mollina) as well as other key activities in the field of Global Education to facilitate analysis of the impact of the Centre's activities and its added value.

## 5. Proposed evaluation approach

- Analysis of documents
- Discussions with staff of the NSC for stakeholder mapping
- Semi-structured interviews (face to face or by phone) with Permanent Representatives, other members of the Executive Committee and the main interlocutors of the NSC within the CoE Secretariat
- Interviews with staff of the NSC, key beneficiaries, target groups and partners
- Questionnaires for a representative sample of the relevant stakeholders

## 6. Deliverables

Draft and final reports comprising:

Executive Summary (maximum two pages)

Introduction

Description of the intervention

Purpose of the evaluation (what is the intended use of the evaluation?)

Evaluation methodology

Difficulties encountered during the evaluation

Findings

Findings related to each evaluation question

Findings related to additional evaluation questions that came up while carrying out the evaluation

Conclusions

Recommendations

Lessons learnt

Annexes (including list of interviews and of documents reviewed, questionnaires, formats for semi-structured interviews, etc.)

The reports will be written in English. The final report will be presented in a user-friendly fashion, tying them clearly to findings and identified factors. Tables, boxes and graphs will facilitate reading and navigability. The recommendations shall be concrete, specific, addressed to clearly identified recipients, useful and feasible. The final report will have to fulfil the Quality assurance checklist for final reports (see Annex 15 of the Evaluation Guidelines<sup>17</sup>).

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17

<https://wcd.coe.int/com.instranet.InstraServlet?command=com.instranet.CmdBlobGet&InstranetImage=2550514&SecMode=1&DocId=2117102&Usage=2>

## 7. Indicative schedule

- Start of evaluation 1 week (startup visit to Strasbourg, first interviews)
- Desk review, 1 week
- Data Collection 4 weeks (Lisbon, Strasbourg, questionnaire in E and F)
- Data analysis 2 weeks
- Presentation of emerging findings and conclusions 1 week
- Reporting 2 weeks
- Final report 1 week, latest by 30 April 2015.

## 8. Logistics and evaluation management

The evaluator will be provided with a desk and the required facilities at the NSC in Lisbon and at the CoE headquarters in Strasbourg.

The evaluation will be managed by the Directorate of Internal Oversight, who will facilitate the evaluation team's access to relevant information and persons.

## 9. Qualifications of the evaluator

The criteria for selecting the evaluator will be:

- a. a strong record in designing, managing and leading evaluations in the context of international cooperation;
- b. an extensive knowledge of, and experience in applying standard evaluation principles, qualitative and quantitative evaluation methods;
- c. technical competence in the sector or issue to be evaluated;
- d. English language proficiency;
- e. independence and absence of conflicts of interests (evaluator should sign a declaration of honour with respect to exclusion criteria and the absence of a conflict of interest (Annex 3).
- f. Previous work experience with the Council of Europe, knowledge and understanding of its normative instruments, structure and action, as well as familiarity with the work of the North-South Centre will be considered an advantage.

The evaluation consultant will carry out her/his duties in line with the DIO quality assurance system outlined in the Directorate's Evaluation Guidelines and in accordance with the Council of Europe's Code of Conduct for Evaluators (Annex 1 of the Evaluation Guidelines)<sup>18</sup>.

## **10. Track records**

Evaluator(s) are required to submit three examples of evaluation reports recently completed when submitting their proposal. If possible, one or more of the reports should be relevant, or similar to, the subject of evaluation. Please enclose the references of previous employers.

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18

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## Annex 1–North-South Centre at a glance

### 1. Statute, governance structure and the quadrilogue

In May 2011 the Committee of Ministers adopted a new Statute for the Centre<sup>19</sup>. The former governance structure has been changed and a new Executive Committee was created which is the statutory decision-making organ of the Centre. It has a Bureau which reports to it.

#### The Executive Committee

The Executive Committee has 27 members:

- a government representative for each member state of the Centre,
- four parliamentarians, 2 each from the Parliamentary Assembly of the Council of Europe and the European Parliament
- four members representing organised civil society active in priority activity areas for the Centre and ready to engage in concrete cooperation
- a representative of the European Commission
- a representative of the Secretary General of the Council of Europe in an advisory role

The setup of representatives of governments, parliaments, local and regional authorities is termed the ‘quadrilogue’ which is presented as an innovative and inclusive way of governing.

The Executive Committee meets twice a year, in principle in Lisbon and in Strasbourg.

#### Bureau

The Executive Committee elects a Bureau from among its members, ensuring representation of each of the 4 components of the quadrilogue.

The Bureau monitors the preparation and execution of programmes and reports to the Executive Committee. It also prepares the meetings of the Executive Committee, with the assistance of the Centre's Secretariat.

The Bureau also carries out any other task entrusted to it by the Executive Committee.

The bureau meets twice a year, in principle in Lisbon and in Strasbourg.

### 2. Partnerships and Networks

#### The EU

The EU has an important role in the Centre. It contributes to the annual budget through a Joint Management Agreement (JMA) with the Centre in order to finance its activities. The activities are implemented along the lines of the EU-Africa Joint Strategy, European Union's Neighbourhood Policy and the DEAR Study (Development Education and Awareness Raising).

The EU is entitled to join the Centre as a member. It is currently represented by the EU ambassador in Strasbourg in the Executive Committee and the Bureau. As noted below, both

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<sup>19</sup> Resolution CM/Res(2011)6. [http://www.coe.int/t/dg4/nscentre/About\\_NSC/1113d01\\_7a.x3.pdf](http://www.coe.int/t/dg4/nscentre/About_NSC/1113d01_7a.x3.pdf)

the European Parliament and the Committee of the Regions are members in the governing bodies of the Centre. Since 2012, the Lisbon Forum has been organised in the context of the South Programme.

### **Other Partnerships**

The North South Centre works with wide ranging partners such as the League of Arab States, African Union, UNESCO, the UN Alliance of Civilisations, International IDEA and the Anna Lindh Foundation as well as the Swedish Institute of Alexandria, the Georg Eckert Institute (Brunswick, Germany), the European Wergeland Centre (Oslo), Euroclio (European Association of History Educators), IRCICA (Research Centre for Islamic History, Art and Culture) and the Aga Khan Development Network.

It has also established theme-specific networks in the areas of gender equality, history teaching and religious freedom. It has outreach to youth organisations and NGOs in Africa and the Mediterranean region.

### **3. Programmes<sup>20</sup>**

The North-South Centre works in three main domains with two additional flagship events organised annually:

#### **Global Education**

The objective of the North-South Centre is to contribute to processes of democratic consolidation in member states and neighbouring regions, mainly through education to global democratic citizenship and intercultural dialogue. In line with its long-standing expertise, the principles of Global Education and intercultural dialogue underpin all the work of the NSC.

The objective of the global education programme is to develop, enhance and sustain common and national strategies and capacity-building for global education, targeting institutions and practitioners in the field of global education in the formal and non-formal sector. The activities have a policy-making, capacity-building and awareness-raising dimension and are principally funded through the Joint Management Agreement with the European Commission.

#### **Youth co-operation**

The objective of the Youth Co-operation Programme of the Centre is to promote youth participation through training and capacity-building activities aimed at young people and youth organisations with a view to facilitating their participation in decision-making and policy-making processes at all levels of governance.

This work is developed in close co-operation with youth organisations, the Youth Department of the Council of Europe, the EU-CoE youth partnership and other relevant institutions working in

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<sup>20</sup> As updated by the Executive Committee after the adoption of the Council of Europe Programme and Budget 2014-15.

the youth field. Several of the activities are funded through the Joint Management Agreement with the European Commission including the maintenance of an online resource centre and a seed-funding programme to support youth projects.

### Women’s programme

The Programme for Women aims at strengthening and developing the role of women as actors in the political process in the Southern and Eastern Mediterranean region, and to promote the empowerment of women at all levels of governance so they can contribute actively to processes of democratic consolidation in this region. This is achieved through capacity building, training and awareness-raising activities as well as the maintenance of a network supported by a website, which facilitates the exchange of best practices, the identification of common challenges and the sharing of experiences; it will also facilitates identifying future projects and partnerships.

### North-South Prize

The North-South Prize of the Council of Europe is awarded to two personalities who have excelled in their commitment to the defence and promotion of human rights and pluralistic democracy, the development of intercultural dialogue and the reinforcement of the north-south partnership and solidarity.

### Lisbon Forum

The Lisbon Forum is a distinctive platform bringing together high-level participants from Europe, neighbouring regions and other continents to exchange experiences, good practices, and expertise.

In light of the events of the “Arab Spring”, recent editions of the Forum have sought to address key challenges faced by Arab societies and explore possibilities for renewed cooperation with Europe. The topic for the 2014 Lisbon Forum was “Electoral processes and democratic consolidation in the countries of the Southern Mediterranean.”

## Logframe of the North-South Centre

### Logframe of the North-South Centre for 2014-2015

Expected results	Performance indicators
<p><b>Expected result 1</b> Countries of neighbourhood and beyond have access to information about the universal values and the Organisation’s standards and mechanisms through the NSC’s integrated, multilateral action with regional scope.</p>	<p>2014-2015:</p> <ul style="list-style-type: none"> <li>- Number of clics/downloads on NSC website.</li> <li>- Number of neighbouring countries having asked for activities and support.</li> <li>- Number of declarations by neighbouring countries on willingness to increase/upgrade co-operation with the Council of Europe made at/through NSC activities.</li> </ul>

<p><b>Expected result 2</b></p> <p>Young people have managed to play a role as actors of governance in democratic transformations, in particular in the South and Eastern Mediterranean region and in the framework of Europe-Africa youth co-operation.</p>	<p>2014-2015:</p> <ul style="list-style-type: none"> <li>- The Mediterranean University on Youth and Global Citizenship will be expanded at its second edition.</li> <li>- The Molina University on Youth and Development will increasingly focus on South and Eastern Mediterranean.</li> <li>- Number of participants to the Mediterranean University on Youth and Global Citizenship.</li> <li>- Degree of diversity of the participants (countries, age, gender, activities...) of the Mediterranean University on Youth and Global Citizenship.</li> <li>- Number of participants to the Molina University on Youth and Development.</li> <li>- Degree of diversity of the participants (countries, age, gender, activities...) of the Molina University on Youth and Development.</li> <li>- Percentage of interventions about and from South and Eastern Mediterranean at Molina University on Youth and Development.</li> <li>- Increase of the number of young people involved in democratic transformations (following participation in NSC activities).</li> <li>- Feed-back from beneficiaries on the practical application and utility.</li> </ul>
<p><b>Expected result 3</b></p> <p>Women have played an increased role in society in the Southern and Eastern Mediterranean region.</p>	<p>2014-2015:</p> <ul style="list-style-type: none"> <li>- The annual Conference of the North-South Process for the empowerment of women in Morocco becomes a milestone event, following national workshops in Tunisia and Morocco, focusing on access of women to political life.</li> <li>- Number of participants of women empowerment activities.</li> <li>- Percentage of women among participants of NSC activities.</li> <li>- Percentage of women among speakers of NSC activities.</li> <li>- Number of participants to the planned regional event for the promotion of the Council of Europe's work on fighting trafficking in human beings.</li> <li>- Number of countries which sign and ratify the relevant Council of Europe and other treaties.</li> <li>- Number of members of the Euro-Med Women Network.</li> <li>- Feed-back from beneficiaries on the practical application and utility.</li> </ul>

<p><b>Expected result 4</b>  A 'culture of democratic citizenship' and a global citizenship based on human rights and citizens' responsibilities have been developed in the framework of the Joint Management Agreement with the European Commission.</p>	<p>2014-2015:</p> <ul style="list-style-type: none"> <li>- Number of participants trained.</li> <li>- Number of youth and women leaders as well as educators trained.</li> <li>- Number of States/national coordinators members of the Global Education Week Network.</li> <li>- Number of on line and residential training courses</li> <li>- Number of languages in which Global Education Guidelines are translated.</li> <li>- Number of countries of Southern and Eastern Mediterranean involved in GE activities.</li> <li>- Number of visits to the NSC webpage on global education.</li> <li>- Number of copies of the Global Education Guidelines downloaded from the NSC website.</li> <li>- Number of events posted on the Global Education Week website.</li> <li>- Feed-back from beneficiaries on the practical application and utility.</li> </ul>
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#### 4. Budget

In 2014 the total Budget of the Centre is € 976 000 including staff costs of € 335 800 (1A and 3B posts and 2B positions). The withdrawal of members states, some of which were large contributors has reduced the budget of obligatory contributions of members by 12 % compared to 2013 and by 34% compared to 2012.

The budget is covered by obligatory contributions of participating states. The government of Portugal provides the Centre with the premises. Some member states have been providing voluntary contributions to give support to programmes or specific events. The Centre also benefits from additional financial resources provided by the EU in the framework of the Joint Management Agreement (JMA).

In addition, the Centre receives 'in kind' support mainly from universities, private foundations, national assemblies and youth partner organisations.

## Extra-budgetary resources

### Joint programme

	Begin	End	Total	%EU	EU 2014
Joint management Agreement between the European Commission and the North-South Centre of the Council of Europe 2013-2015.	01/01/2013	31/12/2015	1 137 210	79.14	300 000
<b>Total</b>			<b>1 137 210</b>		<b>300 000</b>

### Voluntary contributions

Reference	Project name	Total	2014-2015 requirements	Amount secured
3131	Youth Co-operation Programme.	80 000	80 000	
	Beneficiary: Multilateral			
3133	North-South Process for the empowerment of women.	60 000	60 000	
	Beneficiary: Multilateral			
3134	North-South Prize Award Ceremony.	20 000	20 000	
	Beneficiary: Multilateral			
<b>TOTAL</b>		<b>160 000</b>	<b>160 000</b>	

### Budget of the European Centre for Global Interdependence and Solidarity (North-South Centre)

	Budget 2014	Budget 2015
<b>Expenditure</b>	<b>976 000</b>	<b>976 000</b>
<b>Receipts</b>	<b>976 000</b>	<b>976 000</b>
Member States' contributions	582 000	582 000
European Communities' contributions	390 000	390 000
Financial Products	4 000	4 000

## 5. Staff

The chart below exhibits the Centre's staff structure.



PERESTRELLO Filipa



LUDOVICE José Frederico Executive Director



SHEERIN Niall Deputy to the Executive Director a.i.



CARVALHO DA SILVA Miguel



HENRIQUES Andreia



MENDES Monica



SENDRA Dalia



DIAS SOARES Maria Emilia



RODRIGUES Mario Rui



Partial Agreement - North-South Centre

José Frederico LUDOVICE  
Executive Director



## Annex 2. Evaluation Matrix

Evaluation Criteria	Evaluation Question	Sub-Questions	Measure(s) / Indicator(s)	Data Collection Instrument(s)	Data Source(s)	Data Analysis
Added value (Focus)	To what extent is the Centre focused with regard to geography, thematic coverage and target groups?	<ul style="list-style-type: none"> <li>To what extent has the Centre focused on regions, which are covered or are planned to be covered by the Council of Europe neighbourhood cooperation policy?</li> <li>To what extent has the Centre focused thematically on democratic development and consolidation through global and development education and intercultural dialogue?</li> <li>To what extent has the Centre's work been targeting youth and women?</li> </ul>	<ul style="list-style-type: none"> <li>The Centre's thematic focus is in line with the recommendations of the Ad hoc Working Party;</li> <li>The Centre's geographic focus is in line with the recommendation of the Working Party and CoE's neighbourhood policy;</li> <li>The Centre's target groups are mainly women and youth.</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>CoE documents</li> <li>Programmatic documents</li> <li>Documents published by co-operation partners</li> <li>Interviews</li> </ul>	qualitative
Efficiency and Effectiveness (Coordination )	To what extent is the Centre acting in synergy and coordination with relevant CoE bodies and entities?	<p>To what extent has the co-operation with relevant CoE bodies and entities, such as the South Programme, Youth Department, Education Department, Equality and Human Dignity Department and the World Forum for Democracy, led to:</p> <ul style="list-style-type: none"> <li>increased efficiency in operations;</li> <li>greater exploitation of opportunities</li> <li>improved utilization of resources</li> <li>more significant results?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that synergies and coordination with relevant CoE entities and bodies has led to: <ul style="list-style-type: none"> <li>increased efficiency in operations;</li> <li>greater exploitation of opportunities;</li> <li>improved utilization of resources;</li> <li>more significant results.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>Semi-structured interviews</li> </ul>	<ul style="list-style-type: none"> <li>CoE documents</li> <li>Programmatic documents</li> <li>Interviews</li> </ul>	qualitative

<p>Added Value (comparative advantage)</p>	<p>To what extent does the Centre add value to the achievement of current neighbourhood policy priorities of the Council of Europe?</p>	<ul style="list-style-type: none"> <li>• How does the Centre’s reputation and visibility contribute to achieving Council of Europe neighbourhood policy objectives?</li> <li>• How do the Centre’s established networks/partnerships and the ability to reach civil society contribute to achieving Council of Europe neighbourhood policy objectives?</li> <li>• How does the Centre’s location contribute to achieving Council of Europe neighbourhood policy objectives?</li> <li>• How does the Centre’s quadripartite configuration contribute to achieving Council of Europe neighbourhood policy objectives?</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence that the Centre’s features, assets and expertise (reputation, networks, location, quadripartite configuration) contribute to the achievement of CoE objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Semi-structured interviews</li> <li>• Questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>• CoE documents</li> <li>• Programmatic documents</li> <li>• Documents published by co-operation partners</li> <li>• Interviews</li> <li>• Questionnaire</li> </ul>	<p>Qualitative and quantitative</p>
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### Annex 3: Declaration of honour with respect to the exclusion criteria and absence of conflict of interest

#### DECLARATION OF HONOUR WITH RESPECT TO THE EXCLUSION CRITERIA AND ABSENCE OF CONFLICT OF INTEREST

##### Title of Evaluation

The undersigned (name of the signatory of this form)

- in his/her own name (*if the economic operator is a natural person or in case of own declaration of a director or person with powers of representation, decision making or control over the economic operator*)

or

- representing (*if the economic operator is a legal person*)

official name in full (*only for legal person*):

official legal form (*only for legal person*):

official address in full:

VAT registration number:

declares that the company or organisation that he/she represents:

- a) is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, and is not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) has not been convicted of an offence concerning professional conduct by a judgment which has the force of *res judicata*;
- c) has not been guilty of grave professional misconduct proven by any means which the contracting authorities can justify;
- d) has fulfilled all its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established, with those of the country of the contracting authority and those of the country where the contract is to be carried out;
- e) has not been the subject of a judgement which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity;
- f) is not a subject of the administrative penalty for being guilty of misrepresentation in supplying the information required by the contracting authority as a condition of participation in the

procurement procedure or failing to supply information, or being declared to be in serious breach of his obligation under contract covered by the budget.

In addition, the undersigned declares on his/her honour:

- g) that he/she has no conflict of interest in connection with the contract. A conflict of interest could arise in particular as a result of economic interests, political or national affinities, family or emotional ties or any other relevant connection or shared interest;
- h) that he/she will inform the contracting authority, without delay, of any situation considered a conflict of interest or which could give rise to a conflict of interest;
- i) that the information provided to the Council of Europe within the context of this invitation to tender is accurate, sincere and complete.

Full Name

Date

Signature