



European
Commission

How-to Guide: **Evaluation Team Profile**

How to describe the expertise
requirements for your
evaluation?

Prepared by the evaluation services
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Purpose of this How-to Guide: This guide is designed to assist in developing the ‘Team Profile’ section of an evaluation Terms of Reference (ToR), specifically tailored for evaluations contracted through the FWC SEA 2023 – Lot 16 (Part-B, Section 6: Expertise requirements) using a global price contract approach (i.e., an approach in which the focus is on the quality of the outputs, while the team of experts presented in the offer only needs to fulfil some minimum requirements, is not scored when assessing the offer, and is considered neither binding nor relevant during implementation). However, it can also be applied to evaluations launched through other contracts, including those prepared and managed by the implementing partners, or other stakeholders seeking guidance.

Target audience: This guide is specifically prepared for evaluation managers who are drafting their evaluation ToR under the FWC SEA 2023 – Lot 16. Additionally, other evaluation stakeholders, including the M&E focal points and partners could also benefit from the guidance provided.

How to use this How-to Guide: We suggest that you navigate through the key points provided in this guide alongside the Terms of reference you are working on ([see also ToR template and guidance for intervention level evaluations - SEA FWC SharePoint page, Section 2.2, Lot 16](#)). This will ensure that the evaluation Team Profile you ask for aligns with your expectations for the evaluation.

INTRODUCTION

All FWC SEA 2023 intervention-level evaluations, including evaluations of budget support operations, must be launched under Lot 16 (not under thematic lots). In the offer, contractors are not required to submit CVs or statements of exclusivity and availability¹ of the proposed experts. Instead, they must present in the section on “Strategy and organisation of the work” of their Organisation and Methodology (O&M) - how the proposed team fulfils the minimum requirements set out in the ToRs. As evaluation manager, you will then assess whether the team requirements are met (check yes/no) when scoring the “Strategy and organisation of the work” criteria in your evaluation grid. If the proposed team of experts does not meet all minimum requirements, the entire offer is rejected.

SEVEN KEY POINTS FOR DRAFTING EVALUATION TEAM EXPERTISE

1 > Define expertise for the team as a whole

When defining the expertise requirements in your ToRs, focus on a few essential functions, experience and skills required at the team level to deliver the required outputs and related deliverables. Set realistic minimum requirements and avoid being too prescriptive, leaving the responsibility to contractors to propose how they plan to set-up and organise their team to achieve the outputs with the best possible quality.

2 > Promote interdisciplinary evaluation teams

Make sure to include requirements that cover both evaluation experience and sector / thematic expertise in the subject of the evaluation. Availability of both types of expertise is critical and should not be overlooked. While professional evaluators may face challenges in conducting evaluations requiring specific thematic expertise alone, forming mixed teams with both evaluation and thematic expertise is optimal.

Clarify that it is recommended that the team be composed by at least XX evaluation experts (team leader plus XX additional expert(s)). This is particularly important for assignments with a challenging timeframe for delivery.

More complex evaluation assignments such as budget support evaluations or thematic evaluations covering multiple interventions require a broader skillset compared to the standard intervention-level evaluations. In these cases, it is recommended that you request prior experience in, for example, budget support or thematic evaluations.

1. With the consequence that the team of experts presented in the offer is not binding and can be replaced by the contractor at any time during implementation, providing that the minimum requirements set in the terms of reference continue to be fulfilled.

- 3** > **The team should be led by an experienced evaluator**
- Professional evaluators possess the expertise to customise evaluation methods, tools and approaches according to the context, and the requirements of your evaluation. Having an experienced evaluator as Team Leader is crucial for maintaining the integrity and effectiveness of the evaluation; and meeting the highest standards. In some cases, the particular experience of leading more complex evaluations cannot be replaced and requiring a Team Leader who has previously led similar evaluation exercises will ensure the availability of the necessary experience in managing the evaluation process to navigate complexities and adapt approaches to the context effectively.
- 4** > **Good knowledge of the context and language is critical**
- Seeking local expertise enhances the quality of your evaluation by providing in-depth knowledge into the country's context (e.g. ensuring safety and security of the team and the respondents, connecting to the local networks, accessing relevant documents from stakeholders, preparation of field visits). In contexts affected by fragility or crises, inclusion of local expertise in the team is especially critical. If this is the case, you should consider including knowledge of the regional / country context as a key requirement.
- To maintain inclusivity and ensure equal access, refer to "local expertise" or "locally available expertise", i.e., an expert or experts already based in the country. Knowledge of the local language, if crucial, should be indicated as a separate requirement under its dedicated section. Please note that - unless otherwise specified in the Specific Terms of Reference (ToR) - when knowledge of a local language is required by the specific ToR it can be replaced in the offer/tender by calling on interpreter/translator. If so, for the purpose of the offers' financial evaluation, this service cost of the interpreter/translator will be added to the other costs for Global price contracts.
- 5** > **Supporting experts could be beneficial for more complex evaluations but are not a requirement**
- When setting out the requirements, focus on the essential aspects, allowing contractors flexibility to propose the best possible mix of positions / experts for them to deliver the expected output(s). When relevant, for example, for more complex evaluations, instead of requiring a junior or a supporting expert, you can state in your specific ToRs (or in a revised O&M template) that you expect the tenderer to explain in its O&M how data collection, preliminary analysis, and assistance to the evaluators during field missions will be handled. The proposed inclusion of a junior expert by the contractor is likely to be beneficial and should be assessed as an opportunity thus allowing senior experts to focus on critical and strategic tasks. This approach ensures cost-effectiveness and contributes to building evaluation capacity at national, regional, or international levels.
- 6** > **Estimating adequate working days for the team based on evaluation scope**
- Consider indicating the minimum number of working days per category of experts. A well-defined and manageable evaluation scope leads to adequate task distribution and working days in the team and facilitates the appropriate delivery of the outputs. If there are budgetary constraints, consider reviewing the evaluation scope to prioritise essential aspects (e.g. key evaluations questions, number of field visits, case studies, etc.). Remember that the team leader requires ample working days for management, leading the evaluation team, analysis, and drafting of the report.
- 7** > **Remember that all framework contractors must assign a 'Specific Contract Quality Expert' to each evaluation**
- Ensure that your evaluation outputs undergo rigorous quality assurance by the contractors, adhering to the highest standards and internationally recognised best practices. Framework Contractors must ensure that an effective quality assurance takes place for each individual assignment and to this end, the SEA Global Terms of Reference specify that *"One expert from the [pre-agreed²] Quality Support Team will be assigned to each specific contract by the Quality Manager in the specific offer (organisation and methodology)"*.

². List of pre-agreed experts for FWC SEA 2023 available [here](#).

FREQUENTLY ASKED QUESTIONS

- 1** > **Question: For the team of experts, can I ask to receive names, CVs and Statements of Exclusivity and Availability (SoEAs)?**
- Answer:** In global price contracts, key experts are never required or included. The RfSC may include minimum expertise requirements for a team in Part B of the ToRs. However, the Specific Contracting Authority cannot mandate that the Framework Contractor uploads experts' CVs or SoEAs in OPSYS as part of their tender. In the financial offer for global price specific contracts, listing the names of experts is not necessary. However, if required by the Specific Contracting Authority in the RfSC, the Framework Contractor can include the names and profiles of the team experts in the technical offer/tender.
- 2** > **Question: Since CVs must not be submitted for global price contracts, what happens if the Framework Contractor is not aware that one of the proposed experts is included in the list of EU restrictive measures referred to in art. 7 of the General Conditions?**
- Answer:** It is the responsibility of the Framework Contractor to verify and ensure that the staff/entities hired to work on an assignment are not included in the list of EU restrictive measures.
- 3** > **Question: Can the same expert be proposed in more than one offer under a global price contract?**
- Answer:** Yes, and this consistently with the absence of exclusivity of the experts.
- 4** > **Can the evaluation committee issue a negative scoring in case minimum requirements were included in the ToRs and those are not fulfilled in an offer/tender?**
- Answer:** No. If a requirement is not fulfilled, the offer will be rejected on the ground of non-technical compliance (after requesting clarifications to the tenderer). The minimum requirements for the team are "Yes / No" checks. The team and how the requirements are fulfilled shall be presented (and therefore checked) as part of the "Strategy and organisation of work" section of the Organisation and Methodology.

TOR PART-B, SECTION-6 ON EXPERTISE REQUIREMENTS – SEA FWC LOT 16

The ToR Section on Expertise requirements is to be adapted on a case-by-case basis

This section of the ToR guidance defines the team expertise requirements as: (i) qualifications and skills; (ii) professional experience, and (iii) language skills.

In what follows you will find an example of an evaluation along with description of the team expertise for your reference. It is essential to read this section alongside the **SEA 2023 ToR Guidance document**. Remember, each evaluation is unique, so it is crucial to tailor the team expertise to fit the specific scope of your evaluation rather than simply copying and pasting. Some requirements (e.g. evaluation expertise) are valid for all evaluations, others instead (e.g. thematic expertise, language skills) will vary depending on the context, scope, and specificities of your evaluation.

EXAMPLE

Summary description of the intervention and evaluation objectives

Background

The Greater Horn of Africa faces significant challenges with transnational organized crime (TOC). Despite efforts by various institutions, weaknesses persist in combating illicit financial flows (IFFs) and TOC due to factors like poor supervision, inadequate resources, and corruption. Weak anti-money laundering and countering the financing of terrorism (AML-CFT) systems pose risks to socio-economic development.

Intervention

The intervention under evaluation addresses these challenges. With a budget of 4.9 million EUR, it aims to enhance regional capabilities in financial investigation and AML techniques to combat cross-border criminal activities, including irregular migration and human trafficking. The action will result in reduced money laundering and better countering the financing of terrorism.

Objectives

Global Objective of the Evaluation is assessing the performance, paying attention to different levels of results, and identifying key lessons. The specific objectives are to inform future programming in the sector and draw lessons for ongoing and future EU interventions in the sector and geographical area.

Expertise Requirements for this Evaluation

The minimum requirements covered by the team of experts as a whole are detailed below. The team must be composed by at least two evaluation experts, including the assigned Team Leader.

Qualifications and skills required for the team

- Excellent communication skills, in particular, liaising with different stakeholders, with experience in facilitating in-person and remote workshops.
- Excellent analytical and reporting skills, with the ability to write clear reports.

Professional experience of the team

- The evaluation team must have a cumulative experience of at least 10 years in the field of evaluation of development and humanitarian interventions.
- The evaluation team must have a cumulative working experience of at least 6 years in the following fields: illicit flows and anti-money laundering, cross-border criminal organizations, human trafficking, and migrant smuggling.
- The team leader must have successfully completed at least 2 intervention-level or strategic evaluations, of which at least 1 as team leader in the field of financial crime (anti-money laundering, anti-corruption, and fight against terrorism financing, etc.) in the last 6 years.
- At least one of the experts, must have recently (e.g., in past 5 years) undertaken at least two assignments in at least two of the following five areas: 1/ cross-border criminal organizations, 2/ anti-money laundering, 3/ human trafficking, 4/ judicial and legal capacity building; 5/ financial investigations.
- At least one of the experts should have led dissemination efforts in at least 2 evaluation assignments with production of knowledge products, as well as in-person or online workshops.
- The evaluation team must have at least 1 previous experience of working with rights-based and do no harm approach, gender mainstreaming, and conflict-sensitive approaches.

Language skills of the team

- The evaluation team will have command of English language at level C2 of the Common European Framework of Reference for Languages (CERF).
- Some stakeholders in the countries of the Horn of Africa region may not be proficient in English language. Therefore, if the evaluation team lacks a local expert fluent in the local language, it should consider employing interpreters.

Requested minimum number of working days per category of the Lot:

(The below table is a sample based on the evaluation example provided above and should not be copied and pasted for all evaluations).

Expert category	Minimum number of working days overall	Of which, minimum number of working days for missions/field visits
Category I	[Minimum 38 working days, of which minimum 38 days performed by the team leader]	[Minimum 5 working days, of which minimum 5 days performed by the team leader]
Category II	[Minimum 35 working days]	[Minimum 10 working days]
Category III	[up to the contractor to propose]	[up to the contractor to propose]
Category IV	[up to the contractor to propose]	[up to the contractor to propose]

If you would like to receive specific support or advice on your evaluation, please contact the Evaluation Help Desk at:

DG INTPA: INTPA-EVALUATION-SUPPORT@EC.EUROPA.EU

DG ENEST: ENEST-PERFORMANCE@EC.EUROPA.EU cc: EVALUATION-SUPPORT@MELDEA.EU

DG MENA: MENA-B3@EC.EUROPA.EU (until further notice) cc: EVALUATION-SUPPORT@MELDEA.EU

FPI: FPI-EVALUATION@EC.EUROPA.EU cc: EVALUATION-SUPPORT@MELDEA.EU