

## Evaluation of the proposed project team

Although the European Commission, and also awarding authorities in practice, adopts the approach that the evaluation of the qualifications of the proposed project team is made at the selection stage, EFCA wishes to raise the following considerations that are based on our industry's experience:

1. The suitability of the candidate is affected by the qualifications of the project team. EFCA considers this as inappropriate, since the project team is in effect the subject of the offer of the candidate, not an attribute of his suitability.
2. Candidates proposing highly qualified staff cannot be differentiated in the award process from selected candidates proposing acceptable but less qualified staff. Since, for consulting projects, the qualification of staff is one of the main constituents of the expected quality of the service<sup>1</sup>, it is clear that the most advantageous proposal cannot be determined if this factor is not taken into account.
3. The qualifications of the project team are interrelated with the contents of the technical proposal, such as:
  - the proposed organisational structure for the project
  - the proposed methodology for the provision of the services<sup>2</sup>, and
  - the proposed time schedule for the provision of the services<sup>3</sup>.The assessment of part of this interrelated entity in the selection stage and part in the award stage induces a needless complication to the submission and assessment process.
4. The candidates are required to commit themselves to the project team from the selection stage, which is normally several months in advance of the award of the contract. The commitment of staff for a possible project so much in advance and for an undefined period of time (since the duration of the award process is not known), is not practically feasible.

*In view of the above EFCA proposes that, for all types of service contracts including technical assistance contract where the required staff is defined by the contracting authority:*

1. *The technical and/or professional suitability of consultants is assessed (i.e. in the selection phase) on the basis of their experience in similar projects, to the exclusion of the educational & professional qualifications of personnel of the candidate.*
2. *The effectiveness of the project team<sup>4</sup> is assessed in the award stage, and the qualifications of the key members of the project team are included in the technical proposal.*

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<sup>1</sup> For consulting services, only *the factors that will define* the quality of the deliverable can be assessed during the award process - as opposed to supplies, where the deliverable is available for assessment.

<sup>2</sup> in terms of required staff for each activity of the project.

<sup>3</sup> taking into account pending obligations of each member of the team.

<sup>4</sup> The effectiveness of the project team mainly depends on:

- the adequacy of its expertise in relation to the project requirements, and
- its proportionality to the size of the project.