ANNEX A. 1

TECHNICAL SPECIFICATIONS

F-SE-11-05

Monitoring and evaluation of the performance of the EU Agency for Fundamental Rights

1 Title of Framework Contract

The title of the framework contract is: **Monitoring and evaluation of the performance of the European Union Agency for Fundamental Rights** (hereafter "FRA").

2 Introduction

The objective of the FRA is to provide the relevant institutions, bodies, offices and agencies of the Union and its Member States when implementing Union law with assistance and expertise relating to fundamental rights in courses of action within their respective spheres of competence to fully respect fundamental rights.

To meet its objective the FRA shall:

- Collect, record, analyse and disseminate relevant, objective, reliable and comparable information and data, including results from research and monitoring;
- Develop methods and standards to improve the comparability, objectivity and reliability of data at European level, in cooperation with the Commission and the Member States;
- Carry out, cooperate with or encourage scientific research and surveys, preparatory studies and feasibility studies, including, where appropriate and compatible with its priorities and its annual work programme, at the request of the European Parliament, the Council or the Commission;
- Formulate and publish conclusions and opinions on specific thematic topics, for the Union institutions and the Member States when implementing Union law, either on its own initiative or at the request of the European Parliament, the Council or the Commission;
- Publish an annual report on fundamental-rights issues covered by the areas of the FRA's activity, also highlighting examples of good practice;
- Publish thematic reports based on its analysis, research and surveys;
- Publish an annual report on its activities; and
- Develop a communication strategy and promote dialogue with civil society, in order to raise public awareness of fundamental rights and actively disseminate information about its work.

The FRA carries out its tasks within the thematic areas determined by the *Multiannual Framework* (Council Decision 2008/203/EC implementing Regulation No 168/2007) as well as in the light of its Annual Work Programmes and with due regard to the available financial and human resources.

The thematic areas are the following:

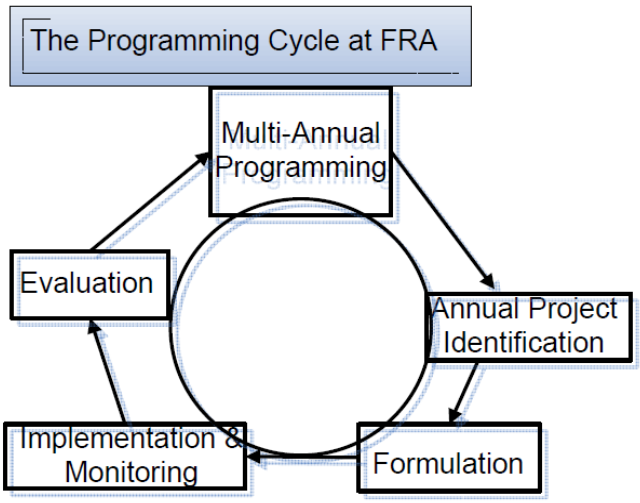
- *Racism, xenophobia and related intolerance;*
- *Discrimination based on sex, race or ethnic origin, religion or belief, disability, age or sexual orientation and against persons belonging to minorities and any combination of these grounds (multiple discrimination);*
- *Compensation of victims;*

- *The rights of the child, including the protection of children;*
- *Asylum, immigration and integration of migrants;*
- *Visa and border control;*
- *Participation of the citizens of the Union in the Union's democratic functioning;*
- *Information society and, in particular, respect for private life and protection of personal data;*
- *Access to efficient and independent justice.*

To achieve coherence and guarantee the best possible use of resources, the FRA shall take into account information collected on the activities undertaken, in particular by:

- European Commission, Members of the European Parliament, Members of the Council, National Liaison Officers of the FRA, Members of the Fundamental Rights Platform and other Civil Society organisations working with the FRA, Officials from public bodies competent for human rights at the national level, including National Human Rights Institutions and Equality Bodies, Officials from the Council of Europe, Officials from the United Nations and OSCE, Officials from the European Community Agencies.

The FRA has also adopted a multi-annual planning perspective when drafting its Annual Work programmes (N-2). A multi-annual planning approach is necessary for the FRA to achieve its objectives which, in most cases, are linked to projects that take several years to implement. The consistency of the objectives and the mitigation of potential uncertainties related to the long term planning are regularly checked and revised during specific consultations and regular debates with the different categories of stakeholders. In particular stakeholders contribute to the drafting of the FRA's Annual Work Programme two years in advance through systematic, comprehensive and continuous dialogue during the planning process.



The FRA's working methods strive to be efficient and effective, and form a seamless line from inception to dissemination to ensure effective implementation of the Annual Work Programme. In this light, the FRA's Annual Work Programme is characterised by an *integrated approach* to the planning and implementation of its research, communication and awareness raising and networking activities.
In the Annual Work Programme the FRA has a specific allocation of budget for the operational expenditure and, within that, usually finances the following types of activities:

- ***Research and data collection activities***
  The FRA collects and analyses official and non-official data on fundamental rights issues in the EU. Given the differences in data availability across the EU, the FRA also develops methods to improve data quality and comparability. To address the paucity of data, and, in particular comparable data, the FRA also conducts its own primary fieldwork research and surveys.

- ***Communication and Awareness raising activities***
  The FRA develops communication, multimedia and information resources in order to raise awareness of fundamental rights to specific target groups and to the European citizen in general and it develops communication activities to disseminate the results of its work.

The FRA engages with a broad range of stakeholders from international to local level. They are constantly involved during the process of elaboration of the Annual Work Programme and the implementation of the activities. In this way the FRA exchanges information and creates synergy with the work carried out by the various human rights actors. .

The **Annual Work Programmes** of the FRA including details of activities are available at:
http://fra.europa.eu/fraWebsite/about_fra/what_we_do/work_programme/work_programme_en.htm

The FRA publishes on a yearly basis an activity report which provides an account of the activities and achievements of the FRA during the previous year.
The **Annual Activity Reports** of the FRA are available at:
http://fra.europa.eu/fraWebsite/about_fra/what_we_do/activity_report/activity_report_en.htm

3 Background

According to the Article 15, co. 4 f) of the FRA's founding regulation (168/2007) effective monitoring and evaluation procedures shall be implemented relating to the performance of the FRA against its objectives according to professionally recognised standards. The Director shall report annually to the Management Board on the results of the monitoring system.

The Monitoring and Evaluation activities will serve three purposes:

i. Provide reliable performance information to assist management to deliver against targeted results, to address problems promptly and to take planning and budget decisions;

ii. Improve learning through regular review of strategies, projects and other activities improving internal functioning and providing staff and stakeholders with opportunities to learn more about the effectiveness and performance of the Agency;

iii. Strengthen accountability and transparency providing empirical evidence on the outcomes of the FRA activities and thus providing reliable information on results to EU institutions, Member states, relevant stakeholders and to the public.

The FRA will implement its activities through a results-based management, an approach that will focus on producing outputs, delivering outcomes, implementing performance measurement, and reporting on performance. In order to achieve the results, a continuous monitoring and systematic evaluation of the undertaken activities will provide the management of the FRA, as well as the main stakeholders, with early and regular feedback on possible divergences from the planned outputs and outcomes.

The Monitoring and Evaluation activities will be made against the Performance Measurement Framework to be established by the FRA before the end of 2011. The Performance Measurement Framework is based on the mandate, main objectives and core tasks of the FRA (as defined in the FRA founding Regulation) and it will define its long-term and immediate outcomes to be achieved. This framework is supplemented by performance measures (key performance indicators) which serve to determine the extent to which FRA has delivered the expected results.

To this end the FRA will annually draft a 'Monitoring & Evaluation Action Plan' that will contains more details on the *operational plan of activities* particularly the thematic areas, topics, projects and/or activities that will be assessed through the monitoring and evaluation activities.

4 Objectives and tasks of the framework contract

The objective of the framework contract is to provide assistance to the FRA in monitoring, evaluating and reporting on its performance.
The present framework contract concerns the timely gathering, analysis monitoring and reporting of accurate information (quantitative or qualitative) at the level of the FRA objectives and processes in relation to the FRA planning and programming cycle.

Within this context, the Agency may require the following tasks and services in the domain of monitoring and evaluation:

1) Review ***the Performance Measurement Framework*** by:
    i. Analysing the proposed methodology for the definition of the performance Measurement System;

ii. Analysing the Logic model used for the connection between, activities, outputs, and outcomes;
iii. Analysing the different categories of results in the short, medium and long-term period (outputs and immediate, intermediate and ultimate outcomes) as identified in the Performance Measurement Framework;
iv. Analysing the list of developed indicators to measure different activities, outputs, and outcomes in the Logic Model.

2) Establish a ***Baseline situation*** that is a critical element for measuring change over time and will form the basis for a 'before and after' assessment. The baseline study will be used to assess the achievement of the outcomes and outputs as expressed in the Performance Measurement Framework and it will consist of:
   i. collecting and processing the data related to the ex-ante evaluation of the FRA;
   ii. collecting information and data relating the respect of fundamental rights by relevant institutions, bodies, offices and agencies and Member States when implementing Community law, before settling the FRA, following the thematic area classification determined by the Multiannual Framework;
   iii. gathering information on the basis of the evaluations of the previous established European Monitoring Centre on Racism and Xenophobia (EUMC) and collecting and processing the data related to the evaluation assessment the EC has performed for all EC Agencies whose list includes the FRA;
   iv. processing and analysing information to make quantitative and qualitative comparisons and drawing conclusions from the analyses.

3) ***Design and implement the Monitoring ad Evaluation activities*** based on the Monitoring and Evaluation Action Plan drafted by the FRA, which will encompass the following tasks:

   i. Design a **Monitoring framework** that will set out the methodology to be adopted, data collection methods and data sources to be used when implementing the monitoring and evaluation activities.
   As an indication, the methods and source of data that will have to be used to gather the information required and to carry out the monitoring and evaluation:
      - regarding outputs the monitoring and evaluation information will be based on the collection, analysis and interpretation of reliable and robust quantitative and qualitative data to assess, for example, the quality and usefulness of outputs produced by the projects implemented by the FRA;
      - regarding outcomes the monitoring information will be based on the collection, analysis and interpretation of reliable and robust quantitative and qualitative data to assess, for example, the adoption of or follow-up to key FRA conclusions and

opinions by relevant institutions, bodies, offices and agencies of the Community and its Member States.

ii. Implement the **Monitoring and Evaluation activities** at the level of outputs, outcomes and processes of the FRA against the key performance indicators defined in the Performance Measurement Framework.

To carry out this task it is expected that the following be implemented:

- Gather quantitative and qualitative information from key sources available produced and made available by the FRA (Annual activity report, Annual Report, Stakeholders review, Project's final activity reports, internal databases etc);
- Carry out desk research on both key primary sources and secondary sources (gathered by other contractors and stakeholders);
- Carry out, on the basis of the Monitoring and Evaluation Action Plan, ex-ante evaluation of projects, annual surveys, desk research, expert panels or focus groups targeting at the EU and National level all relevant stakeholders involved in the FRA' activities;
- Draw conclusions from the analysis of the above mentioned data sources in order to report on the FRA' performance.

4) Draft the **Annual Monitoring and Evaluation Report, which will be** the main reporting deliverable.The ***Annual Monitoring and Evaluation Report*** (to be provided in the second half of the year) will consist of a full report of approximately 60 pages maximum, in English, and its possible technical annexes; together with a synthesis report, of 20-25 pages maximum, available in English and a five-page summary paper available in English.

This report should :

- Take account of the mission, mandate, objectives and core tasks of the FRA ;
- Be based on clear and concrete key performance expectations and evaluation of achievements focused on outcomes and outputs attributed in whole or in part to the activities undertaken;
- Make it possible to learn from the Agency performance and to adapt to contextual changes;
- Provide fair and reliable information.

In addition, the following report will also be provided to the FRA :

i. An **Interim Annual Monitoring and Evaluation Report** (to be provided in the first half of the year) consisting of a 30-page report, in English, and its technical annexes. In addition to reporting on the evaluation of progress in achieving the objectives and outcomes of the FRA activities, the report should also highlight positive trends or

practices as well as areas that would require greater scrutiny. The report will exclusively be for internal use;

5) Advise on monitoring mechanisms and appropriate **tools** for data management (for example *databases* or *software*) in order to:

   i. set-up a monitoring mechanism and system in order to ensure consistency, availability and adequacy of data
   ii. store, search and analyse the data and information collected at the established levels;

6) To participate in several ***meetings*** that will be organised in the FRA premises to check the progress of the execution of the monitoring and reporting work.

7) Other related tasks

5 Time schedule

The duration of the framework contract will be four (4) years from the entry into force of the contract. The contract will start on 31 December 2011 at the latest.

Strict confidentiality will be observed in the treatment of all documents, reports and information relating to the framework contract. A confidentiality undertaking will be requested by the FRA. The FRA will be granted access to all the data which was used.

6 Project team and organisation

The project team must include a minimum of one Project Coordinator, who is responsible for the project's overall coordination, and a minimum of 3 experts among whom at least 2 must be Senior Experts.

The project core team must include a minimum of 4 experts among whom:

1 Project Coordinator

Qualifications and professional experience

- University degree;
- A minimum of twelve (12) years of professional experience, out of which a minimum of eight (8) years of experience must be related to the issues of the contract and to the type of tasks to be performed (monitoring and evaluation of international and EU institutions, policies/programmes and projects);
- Proven experience in managing monitoring projects, as manager or coordinator of at least two (2) projects in the above mentioned field;

- Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF).

2 Senior Experts

Qualifications and professional experience

- University degree;
- A minimum of eight (8) years of general professional experience out of which a minimum of four (4) years of experience must be related to the issues of the contract and to the type of tasks to be performed (monitoring and evaluation of international and EU institutions, policies/programmes and projects);
- Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF).

Junior Experts

Qualifications and professional experience

- University degree;
- A minimum of four (4) years of general professional experience out of which a minimum of one (1) year of experience must be related to the issues of the contract and to the type of tasks to be performed (monitoring and evaluation of international and EU institutions, policies/programmes and projects);
- Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF).

The mentioned project team composition is meant to be the minimum requirement and the contractor should anyway ensure the necessary support staff for the management of the project.