

ANNEX A.1 – TECHNICAL SPECIFICATIONS

OPEN CALL FOR TENDER

No FRA-ERN/2010/3721-T01

**Consultancy services in Networking and Stakeholders Cooperation
for the EU Agency for Fundamental Rights**

1 BACKGROUND INFORMATION

Networking and Stakeholder Cooperation

The Agency's relations with EU institutions, bodies and its Member States form a central component of the Agency's cooperation and working methods. The EU institutions, namely the European Parliament, the Council and the European Commission, and the Member States are able to secure from the Agency advice, support and expertise on fundamental rights issues (falling within the scope of EU law). Besides working within a defined Multiannual Framework, the Agency may, according to Article 5 of its Regulation, also respond to specific thematic requests by the European Parliament, the Council or the Commission.

In accordance with Article 9 of its Regulation and the Agreement on cooperation between the Agency and the Council of Europe, the Agency coordinates its activities with those of the Council of Europe. In particular, the Agency bases its work on the past and ongoing standard-setting work of the Council of Europe and the outcome of its monitoring.

The Agency cooperates with governmental organisations and public bodies competent in the field of human rights in the Member States, including the National Human Rights Institutions, the Equality Bodies, and Ombudspersons. In addition, the Agency cooperates with the Organisation for Security and Cooperation in Europe (OSCE), the United Nations and other international organisations.

The Agency cooperates with non-governmental organisations and with institutions of civil society active in the field of fundamental rights. As part of this cooperation, the Agency has established a Fundamental Rights Platform.

The potential for increased stakeholder engagement in the Agency's work

The Agency recognises that the fundamental rights environment within the EU is rapidly changing. A key component of that change are advances within the European Union legislative and policy framework – e.g. Charter of Fundamental Rights, Lisbon Treaty, new EU law, Stockholm Programme in the field of justice and home affairs.

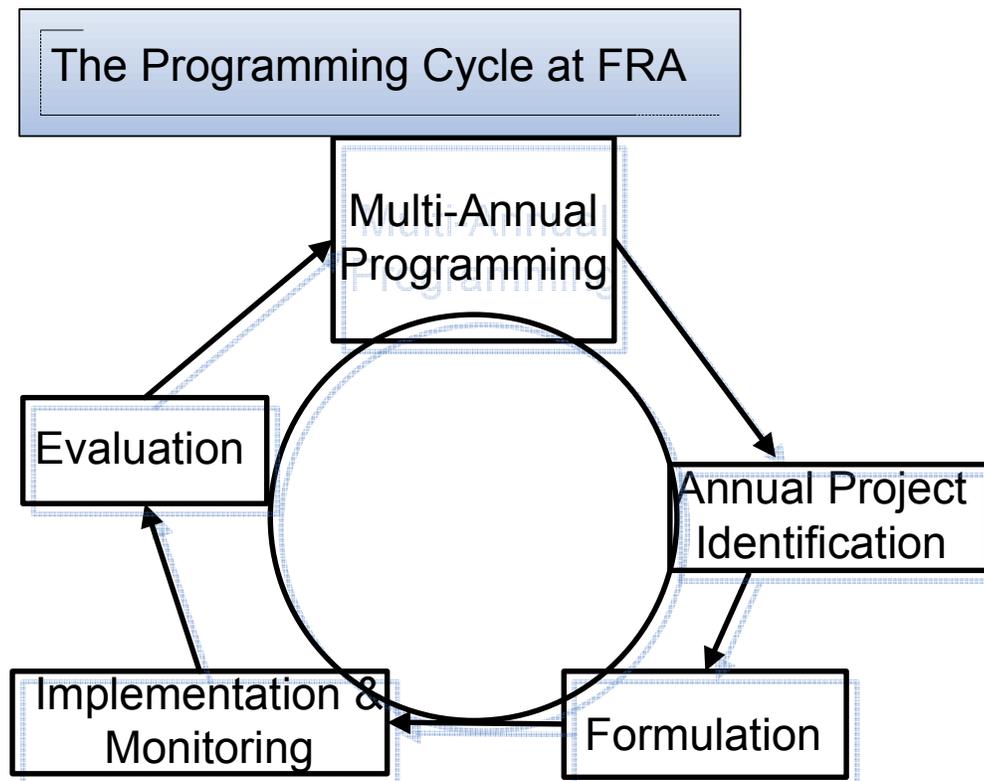
Further elements are a greater awareness by local and regional authorities of their role in fundamental rights protection, a merging between advocacy and service support by civil society organisations, the establishment and empowerment of public human rights bodies at national level (national human rights institutions, equality bodies), a drive towards corporate social responsibility within the private sector (including through human rights clauses in public procurement), and a greater scrutiny of fundamental rights protection within the EU. Finally, the digital communication environment offers a number of game-changing

opportunities (e.g. for human rights campaigning) but also possible threats by redefining fundamental rights issues and placing them into new contexts (privacy rights, cyber crime etc.).

The above offers new avenues for networking and joined-up thinking to advance fundamental rights. It reshapes the Agency's potential for engagement with stakeholders beyond its institutional base, including with stakeholders acting at grass root level or at the periphery. This gives the Agency the opportunity to better inform EU policy and legislation and promote fundamental rights by forming new partnerships with stakeholders.

Taking all these factors into consideration, the Agency seeks to develop and implement a multifaceted stakeholder strategy and engagement process that places particular emphasis on utilising the independent networking role of the Agency and a multilevel approach to complement the existing cooperation and institutional relations.

In addition, the Agency is building stakeholder consultation and feedback into its programming cycle to ensure that its work and products are attuned with actual stakeholder needs and expectations (with regard to product design, development, improvement and use).



2. CONTRACT OBJECTIVES AND TASKS

2.1 Objectives of the Agency's networking and stakeholder cooperation

Within the overall strategic priorities developed under the Agency's Multiannual Framework and its annual work programmes, the networking and stakeholder cooperation helps the Agency meet the following parameters:

- (a) **Effectiveness:** Improving the Agency's performance (projects, programmes and policies)
- (b) **Relevance** and **Usefulness:** Enhancing the responsiveness to stakeholder needs and key fundamental rights issues
- (c) **Participation:** Offering opportunities for knowledge generation in a cooperative relationship with key partners and creating common ownership for the Agency's products
- (d) **Sustainability:** Producing sustainable learning effects and opportunities for replication, adaptation and dissemination of knowledge.

The overriding strategic goal is not only to place the Agency centrally among its stakeholders but to ensure that the Agency's partners and their needs take centre stage.

To this end, the Agency's networking and stakeholder cooperation serves the following core purposes:

- Integrating ex-ante and built-in stakeholder consultation as well as ex-post feedback and evaluation into the Agency's working methods (project cycle management, evidence gathering and research, communication and dissemination strategies, etc.)
- Initiating and promoting game-changing partnerships and knowledge generating networks with key stakeholders in order to develop courses of action and supportive instruments for people in the European Union to realise their rights (through greater knowledge of, access to and use of fundamental rights).
- Having a multiplier effect and impact beyond the Agency's identifiable stakeholder base and helping to set a new paradigm for fundamental rights promotion and protection at all levels of governance.

The following is an indicative, non-exhaustive list of options currently considered by Agency in order to consult and engage with stakeholders:

- Multi-level stakeholders meetings and preparing an interim report for publication
- Inclusive meetings, adapted to the needs of stakeholders with various disabilities (physical, intellectual and sensory) and preparing a report on the meeting in easy-to-read format;
- Liaison groups;
- Outreach process;

- User panels;
- Public meetings;
- Community engagement processes;
- One to one meetings (particularly with influential stakeholders);
- Inviting stakeholders to sit on Steering, Advisory or Working Groups;
- Joint working with stakeholder organisations on key issues;
- Peer review groups;
- Conducting a public consultation exercise and preparing an interim report for publication;
- Questionnaire-based consultations and surveys targeting specific stakeholders;
- Seminars for broader debate of particular issues or topics;
- Written communications, for example in the form of newsletters, updates or drafts of papers;
- Establishing an E-mail Group;
- Web sites posting up key papers, exchanging and sharing information;
- Focus groups and seminars - for example, these might be a useful way of involving members of a sector, representative organisations and users;
- ‘Communities of practice’¹;
- Temporary secondments of stakeholder organisations to the FRA.

Different approaches are likely to be appropriate for different stakeholders. A combination of approaches is likely to be most effective, especially for key stakeholders. The intensity of engagement will need to be matched with the priority attached to the project, the resources available and the expected outcomes of the project and their target group.

3.2 Tasks and services to be provided

Within above contexts, the Agency may require the following consulting services in the domain of networking and stakeholder cooperation:

1. Strategy development:

Support the development of an innovative and multifaceted networking and stakeholder cooperation strategy to complement and reach beyond the Agency’s existing stakeholder base by:

- a) analysing and improving the Agency’s strategy documents, templates and other material related to networking and stakeholder cooperation;
- b) when requested the consultant must devise and provide a full-fledged networking and stakeholder cooperation strategy and methodology tailor-made to the FRA’s mandate, a specific thematic area (specified in the Agency’s Multi-Annual Framework) or specific projects (specified in the Agency’s annual work programmes);

¹ “Community of Practice” is understood here as a group of people or organisations with a stake in the same domain and similar challenges, interacting regularly, learning from and with each other, and in this way improving their ability to address those challenges. The idea of a Community of Practice is to share experiences among the participants/practitioners, and help each other solving problems and avoiding mistakes, to keep up with change, to reflect on practices and improve them.

- c) designing of effective stakeholder engagement processes within the Agency's programming cycle (project identification, inception, implementation, follow-up, evaluation);
- d) providing evaluation and review services regarding the Agency's stakeholder relations;
- e) providing advice in assessment techniques and methods in relation to the Agency's impact with key stakeholders.
- f) Assess the FRA needs and drafting of tender specifications tasks related to stakeholder and public engagement process.

2. Stakeholder mapping, consultation & analysis:

Development of multi-level stakeholder mapping, need assessment, stakeholder analyses, design and implementation of effective stakeholder consultation processes in relation to the FRA's strategic direction and current work (consultation on annual work programmes and projects); and networking agendas for specific projects defined in the Agency's annual work programmes; covering the full range of options listed under section 3.1.

Support in undertaking focus group consultations in any of the EU Member States.

3. Stakeholder meetings:

Design and facilitation of multi-level, and where relevant inclusive meetings, adapted to the needs of stakeholders with various disabilities ; including coordination with the FRA, agenda drafting, identification of meeting participants, communication with participants, running and/or moderating the meeting, reporting on the meeting etc.;

4. Knowledge sharing networks:

Design of knowledge-building activities (advice, education, capacity building, training, self-learning tools) for the Agency's networks and stakeholders, including the identification and provision of required highly-specialised external expertise and trainers (sub-contracting may be required); Support of 'communities of practice' involving FRA staff and external partners, including the identification and provision of external expertise if needed (sub-contracting may be required);

5. Following up engagement process:

Developing and advising on the design of processes to analyse, interpret and present the results of engagement processes;

6. Evaluating engagement processes:

Developing, advising and carrying out evaluations of engagement processes, including guidance on key questions for participants and organisers and lessons learned.

7. Tools:

Advise on appropriate tools, methodology, data management, softwares or other to:

- a) store, search and analyse stakeholders details, profiles, areas of activities, objectives and other parameters.
- b) analyse results of the mapping exercises.

8. Coaching:

Provide coaching sessions to FRA staff on the aforementioned tasks and on issues related to networking and stakeholders cooperation. FRA may also request to have coaching accompaniment per projects and during the life cycle of each project. Provide guidance on the use of digital tools to enhance FRA's networking and stakeholders cooperation;

9. Other related consultancy tasks.

The other related tasks will be linked to consultancy services in networking and stakeholder cooperation but not covered under the tasks 1 to 8 and will be budgetary limited to a maximum of EUR 100 000.- per year.

4. MANAGEMENT AND CONSULTANCY SERVICES STRUCTURE

4.1 Description of the minimum requirements (profiles) for the experts proposed by the contractor for the performance of the tasks covered by the specific contracts

The Technical Offer must indicate how the tenderer intends to organise the consultancy team, which must include one Project Manager and several consultant.

Before an order is placed or a specific contract is signed, the Agency may ask the contractor for a meeting with the Project Manager and all the members of his team in order to double-check or to obtain additional information on items stated in the CVs included with the tenderer's tender.

Tenderers should pay attention to the need to ensure that the consultancy team fulfils the requirements listed below in terms of qualifications and experience. The tenderer must identify in the Technical Offer the experts that will be responsible for the different Activities of the project and how their work will be organised.

Project Manager

The consultancy services will need to be coordinated by one project manager who will have the roles to:

1. Be the main interlocutor for all related coordination, planning, administrative, contractual and financial issues; as well as responsible informing the Agency about all aspects relating to the implementation of the framework contract following the specific requests made by the Agency. Management of the consultants and meeting facilitator's availabilities for the Agency's needs.
2. Ensure the proper information flow and coordination between the different consultants involved in past and ongoing FRA projects.
3. Reporting on the performances of the specific contracts.

The minimum qualifications shall be (please provide a detailed CV using the model CV in Annex):

1. University degree.
2. A professional proficiency in English (understanding, speaking and writing).

The minimum working experience shall be:

1. **5 years** experience as a project manager out of which a minimum of **2 years** are for projects for the public sector.
2. At least **1 year** working experience with the senior and junior consultants proposed.
3. Demonstrated experiences in managing similar consultancy services of the same size and scope.

Senior Consultants

The contractor will need to be able to provide a **pool of at least 2 senior consultants** able to work simultaneously for different FRA projects. The Senior Consultants will need to provide the services as described under point 3.2 and as specified in the specific contracts.

The minimum qualifications shall be (please provide a detailed CV using the model CV in Annex):

1. Advanced university degree in business, public administration, law, social sciences, economics, communications/marketing or other advanced degrees relevant to the areas covered by this call for tender as defined under point 3 and sub points 3.1 & 3.2.
2. Advanced professional training in at least 3 of the 8 areas relevant to this call for tender.

3. Professional proficiency in English (understanding, speaking and writing).
4. Knowledge of a second EU language (understanding, speaking and writing).

The minimum working experience shall be:

1. **5 years** experience in consultancy services in the areas covered by this call for tender out of which **1 year** for EU institutions and/or bodies.
2. A minimum of **3 years** of consultancy experience in the field of networking and stakeholder engagement inter alia national governments of EU Member States, EU Institutions, intergovernmental organisations, local authorities, civil society, specific communities, or the public.
3. A minimum of **1 year** of consultancy experience in the fields related to human rights for example equality, non-discrimination, social exclusion, access to justice, migration, asylum etc.

Junior Consultant

The contractor will need to be able to provide **at least 1 junior consultant** able to work simultaneously for different FRA projects. The junior Consultant will need to provide the services as described under point 3.2 and as specified in the specific contracts.

The minimum qualifications shall be (please provide a detailed CV using the model CV in Annex)):

1. University degree in business, public administration, law, social sciences, economics, communications/marketing or other advanced degrees relevant to the areas covered by this call for tender as defined under point 3 and sub points 3.1 & 3.2.
2. Professional training in at least 2 of the 8 areas relevant to this call for tender.
3. Professional proficiency in English (understanding, speaking and writing).
4. Knowledge of a second EU language (understanding, speaking and writing).

The minimum working experience shall be:

1. **1 year** experience in consultancy services in the areas covered by this call for tender with EU public institutions and/or bodies.
2. A minimum of **1 year** of consultancy experience in the field of networking and stakeholder cooperation with inter alia national governments of EU Member States, EU Institutions, intergovernmental organisations, local authorities, civil society, specific communities, or the public.

Facilitator

The facilitator will need to design and facilitate the multi-level, and where relevant inclusive stakeholder meetings as described under point 3.2.

The minimum qualifications shall be (please provide a detailed CV using the model CV in Annex)):

1. University degree and demonstrated experiences related to facilitation.
2. Professional proficiency in English (understanding, speaking and writing).
3. Knowledge of a second EU language (understanding, speaking and writing).

The minimum working experience shall be:

1. **2 years** experience in meeting facilitation is required; out of which a minimum of **1 year** for inter alia national governments of EU Member States, EU Institutions, intergovernmental organisations, local authorities, civil society, specific communities, or the public.

4.2 Implementation of the Framework Contracts

When specific contracts have to be concluded, the economic operator whose tender for the award of the framework contract was considered the best will be contacted first. If this first operator is not capable of, or interested in, supplying the services in question, the second will be contacted. If the second operator is not capable of or interested in providing services in question, the third one will be contacted, and so on. Should the first operator be able to supply the requested services, the second, and even more the third operator, might never be contacted.

5. CONTRACT MONITORING AND PERFORMANCES FOR TASKS 1 -7

5.1 Inception meeting and progress meetings

Following the signature of the specific contracts and the definition of the tasks to be performed, the FRA will organize an inception meeting or conference call (including email exchanges) with the consultant and/or the project manager.

5.2 Progress meetings and presentation

Following the inception meeting, the contractor will need to provide a midterm presentation including, when necessary, the provision of several options to the FRA. An exchange of views and opinions will be organized during the presentation in order to define the final inputs to be provided within the deadlines.

5.3 Final assignment delivery

The final assignments will have to be delivered in time.

All communication, reports, proposals, presentations will have to be done in perfect English.

6. CONTRACT MONITORING AND PERFORMANCES FOR TASK 8 (coaching)

6.1 Inception meeting and progress meetings

Following the signature of the specific contracts and the definition of the tasks to be performed, the FRA will organize an inception meeting or conference call (including email exchanges) with the consultant and/or the project manager.

6.2 Ongoing performance checks

The contractor will need to adapt to the FRA needs and apply a state of the art contingency plan to accompany the FRA in its continuously changing internal and external environment.

6.3 Final assignment delivery

The final assignments will have to be delivered in time.

All communication, reports, proposals, presentations will have to be done in perfect English.

7. CONTRACT MONITORING AND PERFORMANCES FOR TASK 9 (other related consultancy tasks)

Depending on the nature of the services the contract monitoring and performances will be done as defined under points 5 or 6 above.