



ANNEX A.1

D/SE/10/11

**Joined-up Governance: Developing joined-up methods, tools,
and incentives**

TECHNICAL SPECIFICATIONS

1. Introduction

The European Union Agency for Fundamental Rights (FRA) is an advisory body of the European Union. It was established in 2007 by a legal act of the European Union and is based in Vienna, Austria. The FRA helps to ensure that fundamental rights of people living in the EU are protected. It does this by collecting evidence about the situation of fundamental rights across the European Union and providing advice, based on evidence, about how to improve the situation. The FRA also informs people about their fundamental rights.

2. Objectives

The main objective of this research project is to map elements of joined-up governance; that is linkages between local/regional with national levels for the purposes of improving fundamental rights implementation. Field work will include focus group discussions at national and local level in five EU Member States. Interested parties are requested to carefully review the present specifications with regards to the needs of the FRA and to submit their tender.

3. Background information

Joined-up Governance on Fundamental Rights

Joined-up governance on rights describes a strategy that seeks to coordinate the development and implementation of policies and actions across multi-level governance structures, with the aim to address rights issues in a comprehensive and integrated manner. The strategy not only foresees bringing together government departments and agencies (horizontal), but also local governance structures (vertical) specialised bodies and a range of private and voluntary organisations (cross-sector), working across organisational boundaries towards a common goal. The ultimate objective of joined-up rights governance is to promote a comprehensive government delivery in compliance with rights standards to everybody in society.

The FRA project “Connecting Rights: A Joined-up Governance Approach to Fundamental Rights Implementation” supports collaboration between national, regional and local governments and encourages them to apply a joined-up approach to rights. The ultimate purpose of this is to enhance the implementation of fundamental rights. This may be by contributing to improving delivery of services through rights, by ensuring compliance with international standards, and by providing a strong, objective business case for rights at the local and regional level.

4. Specifications

At the core of the project a set of components are being identified and promoted that local, regional and national authorities can take inspiration from in order to implement a joined-up

approach in the area of fundamental rights. These components can be sorted under the following three headings:

- Models – Guidelines on structures enhancing the joined-up approach such as integrated human rights action plans, local complaint mechanisms (e.g. local branches of national equality bodies), national and local level monitoring systems linked to international human rights law (e.g. for the Convention of the Rights of the Child or the Convention on Rights of Persons with Disabilities).
- Tools – Concrete tools supporting fundamental rights implementation such as checklists, indicators, templates, toolkits, handbooks or training resources
- Incentives – Financial and non-financial incentives encouraging national, regional and local governments to implement fundamental rights through a joined-up approach such as human rights labels and awards, rights conditionality in funding schemes, cross-level projects and elaborating the business case for a joined-up approach to fundamental rights

All these components will be based upon and derive from existing good practices implemented in the Member States. A research project – a mapping – forms part of an iterative mapping process that will map models, tools, and incentives, as well as obstacles to a joined up approach and possible remedies to such obstacles. The requested services are an integral part of this research and will build on a pilot project as described below.

The Pilot Project

The project set up a platform of experts and stakeholders from local and national governments in five pilot EU Member States - the "Project Partners". This platform helps in pooling experiences and acts as peer-review board in relation to above mentioned components.

The project partners have been asked to submit to the FRA a selection of initiatives which they assess as good practice examples of collaboration between local and national authorities – the "Pilot Project (June to October 2010)". The practices will undergo a first process of peer-review in November 2010 and will subsequently be developed further in a collaborative exercise with the Project Partners and experts (2011). The final stage of the project (2011-2012) envisages disseminating knowledge and promoted joined-up approaches through a dedicated website, print publications, and thematic 'learning events'.

For the pilot, contributions were made by the Project Partners at local and national level coming from the following EU Member States: Belgium, Czech Republic, The Netherlands, Spain, and Sweden.

The aim of this contract is to complement this Pilot Project through focus group research and semi-structured interviews, which will feed into a first analytical compilation of existing methods, tools and incentives for joined-up governance on fundamental rights.

The FRA acting under its 2010 Work Programme (ref: http://fra.europa.eu/fraWebsite/attachments/wp10_en.pdf) is looking to contract an expert consultant to provide further research on the good practice projects / issues identified through the pilot project.

This research seeks to match findings on joined-up approaches at the local level with those at the national level. This approach aims at capturing obstacles to joined-up governance and at identifying methods and practices on how to overcome these, including various models, tools, and incentives. An overarching aim is to gather good practices on where joined-up approaches work, in areas related to rights and as part of that process also to consider projects or attempts that have failed because of fragmented governance – or lack of a sufficiently joined-up approach.

Fragmented governance (understood as low level cooperation and integration among different layers of authorities – local, regional, national and international) has been identified to be one of the barriers to the effective implementation of fundamental rights.

This research follows up on above mentioned pilot project and will be based on field research which will mainly consist of ‘focus group discussions’ (FGDs) and semi-structured interviews with key actors, at local and national levels in each of the following five Member States: Belgium, Czech Republic, The Netherlands, Spain, and Sweden.

Focus groups are a qualitative data collection method effective in helping researchers to learn the social norms of a community or subgroup, as well as the range of perspectives that exist within that community or subgroup. A focus group is a group discussion which enables analysis and understanding of a selected topic on the basis of the common characteristics of the group (gender, age, ethnicity, socio-economic status, but also professional experience). Meeting with groups of key actors, at local and national levels, under the guidance of a facilitator, is useful not only for gathering numerous views and perceptions simultaneously, but also for observing the interchanges between and among different participants.

The purpose of the focus group discussion aims at capturing the views and perceptions of key actors, at local and national level with regards to any obstacles to joined-up governance and how to overcome these, including various models, tools, and incentives.

The outcomes of FGDs at the local level are matched with the perspective on the same issues, through FGDs, with representatives at the national level in the corresponding Member State. This approach is aimed at capturing obstacles to joined-up governance and how to overcome these, including various models, tools, and incentives. The matching through FGDs between national and local levels seek to ensure a joint view, from local to national, on what actually works and what the obstacles are.

In more detail this second phase of the research will conduct FGDs with representatives from local, regional, and national authorities, civil society, service providers (for instance nurses if the

project relates to health), advisory bodies, independent experts, and 'rights holders'. The selection of these stakeholders will be done by the Contractor in consultation with the FRA and on suggestions by the Project Partners.

Field research

In each of the five Member States the contractor will conduct:

1. One FGD at the national level with a range of stakeholders with an interest in the particular project / issue that the pilot phase identified.
2. One FGD at regional level with a range of stakeholders with an interest in the particular project / issue that the pilot phase identified (if the regional level is irrelevant for the project, this FGD will be replaced by one at the local level, adding a fourth to the given three).
3. Three FGDs at local level with a range of stakeholders with an interest in the particular project / issue that the pilot phase identified
4. One FGD with rights-holders at local level (for instance children and their parents for a project dealing with the rights of the child or Roma for a project dealing with rights of Roma).
5. Three semi-structured interviews with members of non-governmental organisations, advisory bodies, or independent experts with experience in how a more joined up approach is needed or has worked successfully.

FGDs will be conducted in local and regional level locations, and then matched with the findings of the FGD at the national level of that Member State, so as to get a comprehensive and 'agreed' view on:

- What are the structural, institutional or practical obstacles at various levels?
- Are there capacity gaps amongst local, regional or national authorities?
- What strategies, practical methods and concrete tools have worked to implement fundamental rights through a joined-up approach – broadly (e.g. human rights action plans) or in specific area (e.g. child rights, Roma, disability, integration etc.)?
- What further innovations would make implementation work even better?
- What is the perceived added value of applying a joined-up approach to fundamental rights implementation (in terms of effectiveness, efficiency, innovation and sustainability)?

- What financial or non-financial incentives are needed to achieve a more joined-up approach?

The detailed discussion guide for the FGDs will be elaborated by the contractor and will be approved by the FRA in consultation with the project partners in the various countries. Each of the FGDs should involve approximately 10 people, except for the FGD with rights-holders which - depending on the chosen methodology - could include a larger number of participants. With five local / regional FGDs and one at national level in each of the five Member States selected, the contractor should conduct a minimum of 30 FGDs in total. The contractor should also conduct a minimum of 15 interviews (minimum 3 semi-structured interviews for each of the 5 Member States) and should verify the findings of the FGDs and get a more overarching view on the local/regional-national situation related to fundamental rights concerns and joined-up solutions.

The starting point for this second phase will be the findings from the pilot phase (mentioned above). The Project Partners will provide the contractor with a written brief contextualisation of the project / issue. The Project Partners will suggest a greater number of participants than required for the FGDs and entities for the semi-structured interviews from which the contractor will make the final selection in consultation with the FRA.

The format of and the introduction by the facilitator to the FGDs and the semi-structured interviews should clearly state the purpose of the research and that it is done on behalf of the FRA.

In addition to the FGDs, the contractor will be asked to develop a sample of products that could be used to disseminate knowledge of good practices identified through the FGDs, semi-structured interviews or desk research.

5. Deliverables

The contractor will have to produce the following project deliverables:

1. 5 country summaries presenting the main conclusions from the FGDs and semi-structured interviews held in each country. (3-5 A4 pages excluding any annexes per country)
2. Accurate notes need to be taken during the discussion and submitted in a format that allows clear tracking of what was said and by whom. (8-10 pages per focus group / interview)
3. A comparative report, which should identify models, tools, and incentives, as well as obstacles to the realisation of a more joined-up approach. This report should distinguish between country or project specific conclusions and generic conclusions. The findings from the five Member States must be presented in a comparative way, so that the generic conclusions are apparent and can be linked to specifics in the summary report. Illustrative

quotes should also be included. The report should include a meaningful executive summary that could be published as a stand-alone product (60-80 A4 pages excluding annexes, 8 pages of executive summary)

4. Contact list of participants of FDGs and semi-structured interviews for follow-up activities by the FRA, including for the dissemination of project results.
5. A sample of at least 4 different user-friendly products (factsheets, checklists, templates, case studies, etc.) that could be used as tools to disseminate knowledge on identified 'good practice' to other local, regional or national authorities (as elements of a future FRA toolkit on joined-up governance).

NOTE: English is the working language of the FRA. All deliverables must be submitted in English at international academic publication standard.

6. Project Management

Overall Contractual Responsibility

The overall responsibility for the execution of the contract, including the implementation of all measures necessary to provide the FRA with deliverables of the highest quality on time lies with the contractor.

Supervision of the research will be carried out by the appropriate official of the FRA.

The FRA will monitor the progress of the project in technical and administrative terms. The contractor should report immediately to the FRA in writing any problems they encounter during the execution of the contract.

7 Proposed schedule for deliverables

7.1 Proposed timetable

Timetable	Project Activity	Deliverables / actions from the contractor
Within 1 month from contracting	Inception meeting (see below)	Presence at FRA of the Senior and Junior expert(s)
As from the inception meeting and for a duration	Field work	Within the first two weeks, dispatch of a draft discussion guide and detailed

of 4 months		work schedule. Within the first two months, dispatch of a status report to be sent by email.
4 months after the inception meeting	Field work	Draft project deliverables
1 month after the dispatch of the draft project deliverables	Discussion on draft project deliverables with FRA (see below)	Presence at FRA of the Senior Expert
1 month after the discussion of the draft project deliverables with FRA	Finalisation by contractor	Final deliverables (as specified in point 5)

The timetable sets out the period for submission of all deliverables, and includes provision for a number of meetings.

If changes in the fieldwork period necessitate, the FRA may amend the timing of deliverables.

7.2. Page layout for deliverables

The size of each print-deliverable is defined under point 5 (deliverables) in terms of A4 pages applying Times New Roman 11pt, single spaced. All deliverables must be PC-compatible MS-Word electronic files. The layout must follow strictly the FRA Style Guide (see Annex A.1.4 – Rules for written material). It should include appropriate graphical presentations and illustrations to lighten up the text and enhance reader-friendliness.

7.3 Meetings

During the course of the contract period at least two meetings are envisaged between the contractor and the FRA:

- Inception meeting (including discussing the project's guidelines) as soon as possible after contract signature.
- Meeting for the presentation of the draft comparative report.

These meetings will also serve as platforms for the exchange of information and project development in the context of quality control.

The meetings will take place in Vienna at the FRA's headquarters. Participation in all relevant meetings is mandatory and costs must be covered by the contractor and included in the price offer.

7. 4 Acceptance of Deliverables

The procedure for accepting the deliverables shall be the following:

- The FRA receives the deliverables according to the contract deadlines;
- The deliverable is assessed and either:
 - Following a negative assessment the deliverable is returned with comments and recommendations for changes;
 - In this case the contractor applies the changes within ten working days;
 - Then the FRA reassesses the deliverable and decides to accept it or not;
- Or:
 - Following positive assessment the deliverable is considered as final

8. Team and performance Requirements

8.1 Project team

The Senior Expert responsible for the overall project and the proposed Junior Expert(s) as indicated in the technical offer shall be available for the performance of the contract and carry out the objectives set out in the task deliverables.

The contractor will guarantee the scientific and technical quality of the deliverables and ensure efficient execution of all tasks foreseen by the contract, including administrative and reporting tasks.

It is expected that the contractor carrying out the execution of the contract must have a proven track record of carrying out similar work at a similar level based on appropriate qualifications and experience in focus group research related to human rights. Additional demonstrable skills required include professional technical skills; team management skills; communication skills.

The contractor will provide for interpretation at the FGDs and semi-structured interviews, if needed, to and from English.

The tenderer has to supply the curricula vitae in Europass format of the proposed project team: Senior Expert and Junior Expert(s). Any changes in the composition of the team shall be notified to the FRA in writing. The FRA is not obliged to agree to the proposed changes. Agreement of

the FRA needs to be in writing following a review of the curriculum vitae of the proposed replacements, which must comply with the requirements of the present tender specifications.

Tenderers should pay attention to the need to ensure that the Senior and Junior expert(s) fulfil 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.

Senior Expert

Qualifications and professional experience:

- University degree in the social sciences.
- Proven experience in comparative regional and/or national social research work covering several European Union Member States.
- Proven experience in public policy research or social surveys or qualitative research related to human rights, including fieldwork for at least two (2) research projects in any EU Member State.
- Proven experience in focus group research.
- Proven experience in writing at least two (2) comparative reports, written in English, based on focus group discussions and semi-structured interviews in the field of social sciences in any EU Member State. Short examples (e.g. a comparative report chapter) should be submitted in printed or electronic form with the technical offer (please note that these cannot be returned).
- Excellent knowledge of English (Level C2 - Proficient user based on Europass CV model)

Junior Expert(s)

Qualifications and professional experience:

- University degree in the social sciences.
- Proven experience in regional and/or national social research work in any EU Member State.
- Proven experience in public policy research or social surveys or qualitative research, including fieldwork for at least one (1) research projects in any EU Member State.

- Proven experience in conducting focus group research and semi-structured interviews in any EU Member State.
- Proven experience in writing at least two (2) reports, in English, based on focus group research and semi-structured interviews in the field of social sciences in any EU Member State. Short examples should be submitted in printed or electronic form with the technical offer (please note that these cannot be returned).
- Excellent knowledge of English (Level C1 - Proficient user based on Europass CV model).

8.2 Incidental expenditures

Travel costs and subsistence allowances (including accommodation) for missions to be undertaken as part of this contract from the contractor's base of operations must be included in the overall tender offer bearing in mind the geographic scope of coverage is the five identified European Union Member States and the two meetings to be held at FRA (Vienna).

The tenderer must include costs for interpretation at the FGDs and semi-structured interviews, if needed, to and from English.

9. General Provisions

The contractor should be able to start work immediately following the contract signature by both parties.

The contractor should provide services respecting all contractual and confidentiality aspects.