2nd INDEPENDENT EXTERNAL EVALUATION of the EUROPEAN UNION AGENCY FOR FUNDAMENTAL RIGHTS (FRA)

TECHNICAL SPECIFICATIONS

15 July 2016

1) Title of the contract

The title of the contract is "2nd External Evaluation of the European Union Agency for Fundamental Rights (hereinafter referred to as the FRA or the Agency).

2) Contracting Authority

The contracting authority is the Agency that was established by Council Regulation No 168/2007 on 15 February 2007 and is located in Vienna (Austria),

3) Background information

The Agency is a decentralised European Agency whose main activities are intended to support the EU institutions and Member States in raising the level of fundamental rights protection for everyone in the European Union. To achieve this objective, the Agency provides independent assistance and expertise to policy-makers and national governments.

To this end, it collects data on fundamental rights, conducts research and analysis, issues opinions, cooperates and facilitates networks with key human rights stakeholders, and develops communication activities to disseminate the results of its work and raise awareness of fundamental rights.

To meet its objective the Agency 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 Agency'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;

In order to ensure the provision of objective, reliable and comparable information, the Agency shall, drawing on the expertise of a variety of organisations and bodies in each Member State and taking account of the need to involve national authorities in the collection of data:

- set up and coordinate information networks and use existing networks;
- organise meetings of external experts; and
- whenever necessary, set up ad hoc working parties.

The Agency shall carry 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 Programming documents and with due regard to the available financial and human resources.

To achieve coherence and guarantee the best possible use of resources, the Agency shall take account, where appropriate, information collected activities undertaken, in particular by:

- Union institutions and bodies, offices and agencies of the Union, and bodies, offices and agencies of the Member States;
- the Council of Europe by referring to the findings and activities of the Council of Europe's monitoring and control mechanisms and of the Council of Europe Commissioner for Human Rights; and
- the Organisation for Security and Cooperation in Europe (OSCE), the United Nations and other international organisations.

The FRA comprises the following bodies and networks:

- The Management Board: composed of one independent human rights expert from each of the 28 Member States. One independent person appointed by the Council of Europe also is part of the Management Board and two representatives of the European Commission. The Management Board appoints the Director and the Scientific Committee;
- Scientific Committee: composed of 11 independent human rights experts. It guarantees the scientific quality of the FRA's work. It is selected through an open call for applications;
- The Executive Board: it prepares the decision of the Management Board, further assists and advices the Director. It is composed of the Chairperson and the Vice Chairperson of the MB, two other members of the MB and one of the representatives of the EC;

The Director is responsible for implementing the tasks of the FRA and for its staffing.

4) Motivation for this evaluation

According to the founding Regulation (168/2007) of the Agency, an independent external evaluation shall be commissioned to undertake a review of progress and achievements during the first five years of operations of the Agency on the basis of terms of reference issued by the Management Board in agreement with the Commission.

As stated in the Article 30 paragraph 4 of the Founding regulation 168/2007, the Agency's Management Board, in agreement with the Commission, shall determine the timing and scope of subsequent external evaluations, which shall be carried out periodically.

While the first external evaluation of the Agency took place in 2012, the Management Board agreed to a five year periodicity of the external evaluation: consequently, the next external evaluation will take place in 2017.

Moreover, in line with the art.30 of the Founding Regulation the external evaluator shall:

- take into account the tasks of the Agency, the working practices and impact of the Agency on the protection and promotion of fundamental rights;
- assess the possible need to modify the Agency's tasks, scope, areas of activity or structure;

- include an analysis of the synergy effects and the financial implications of any modification of the tasks; and
- take into account the views of the stakeholders at both Union and national levels.

The Director shall notify the Management Board of the main findings and conclusions of external evaluations.

Based on art. 31 of the founding regulation the Management Board will "examine the conclusions of the evaluations referred to in Article 30(3) and (4) and issue to the Commission such recommendations as may be necessary regarding changes in the Agency, its working practices and the scope of its mission. The Commission shall transmit the evaluation reports and recommendations to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions and make them public".

5) Previous evaluations of the FRA

The evaluation should take into consideration the outcomes of the first external evaluation of the Agency conducted in 2012.

The overall objective was to evaluate the effectiveness, efficiency, added value, utility, coordination and coherence of the work by the FRA since its establishment in 2007 to 2011. The evaluation was based on comprehensive data collection (surveys, interviews and focus groups) among all key internal and external stakeholders to the FRA, as well as thematic case studies.

The results of the independent external evaluation of the Agency on its performance during its first five years painted a positive picture. They are summarised in the final report that provides a detailed overview of the achievements made as well as it summarises the key conclusions as regards the Agency's future challenges.

The key conclusions from the external evaluation report[1] included that:

- the Agency is considered a unique provider of comparative, EU-wide data and studies on fundamental rights and it is seen as accessible and responsive to stakeholders and their needs;
- Clear recognition of added value at EU level. However, Member States believe FRA should increase its relevance and visibility nationally;
- the coordination and cooperation of FRA with all key stakeholders, including with the Council of Europe, were assessed very positively. Civil society organisations are also satisfied with FRA's work, but think the agency's mandate should be broader;
- the Agency has developed into a well-functioning organisation, which is largely appreciated by stakeholders for its openness and responsiveness.

The report also included recommendations for actions on areas where room for improvement was identified to further increase the efficiency and the impact of the Agency, such as:

- to undertake, with the Management Board and possibly other stakeholders, a thorough review of priorities to ensure that the available resources are used in the most effective and efficient way;

[1] http://fra.europa.eu/sites/default/files/fra-external_evaluation-final-report.pdf

- to develop a strategy for meeting increasing demand for ad hoc requests to ensure that the most pertinent needs for responses on fundamental rights issues are met;
- to increase the efforts to be relevant and useful for Member States in order to create the necessary linkages to deliver pertinent evidence and advice
- to examine and discuss whether FRA should be mandated to issue on its own initiative opinions in the legislative process and have a wider mandate to address particular pertinent issues occurring in Member States;
- to strengthen the networking aspect of the Agency's work and
- to keep the focus on continued consolidation and implementation of the different management tools developed to ensure they are regularly used and implemented.

According to the article 31 para. 1 of the founding Regulation, the final evaluation report was examined by the Management Board at its meetings in December 2012 and May 2013 and recommendations[2] were made and presented to the European Commission and the Council of the EU.

Moreover, the Management Board took the external evaluation as outset for defining FRA Strategic plan[3] that outlines the main strategic priorities and thematic objectives, set within the Agency's Multiannual framework, for the following five years, starting from 2013 and lasting until 2017 and that served as a basis for FRA's activities4 each year during this period. The strategic priorities cover:

- Enhancing FRA's contribution to processes at the EU level;
- Enhancing FRA's contribution to processes at the national level
- Identifying trends over time and measuring progress in Member States
- Developing timely and targeted responses to fundamental rights emergencies
- Improving the impact of FRA's communication and awareness raising
- Planning the FRA work and evaluating its impact.

In addition to the above strategic priorities, the Strategic Plan consists of main and specific thematic objectives for each of the nine FRA thematic areas laid down in the Agency's Multiannual Framework.
During 2015, following a mid-term review[5] of those priorities and objectives the plan was fine-tuned to address the Management Board comments. In this context, a yearly overview of the main results achieved is also available in FRA's annual activity reports[6]. Such internal reviews also served as a basis for the Management Board's opinion of 1 March 2016 on the agency's Multiannual Framework 2018-2022.

In addition to the above, the evaluation should take particular account of the need to align FRA with the Common Approach on Decentralised Agencies by implementing the European Commission's Roadmap and when reviewing the Agency's founding act. The Common Approach aims at introducing coherency, effectiveness, efficiency, accountability and

[2] http://fra.europa.eu/sites/default/files/fra-management-board-recommendations-external-evaluation_0.pdf
[3] http://fra.europa.eu/sites/default/files/fra_strategic_plan_en.pdf
[4] http://fra.europa.eu/en/about-fra/what-we-do/annual-work-programme
[5] http://fra.europa.eu/sites/default/files/fra_uploads/fra-2016-mid-term-review-strategic-plan-2013-2017_en.pdf
6 http://fra.europa.eu/en/about-fra/what-we-do/annual-activity-programme

transparency to the EU policy on de-centralised agencies by means of regulating institutional, structural and operation aspects of agencies' governance, together with funding, budgetary, supervision and management issues. This evaluation should therefore look at weaknesses and strengths of the current FRA model in relation to the model envisaged in the Common Approach in order to identify any particular needs.

Furthermore, the evaluation should take into consideration the internal evaluation and performance reports as well as the reports on the FRA by the European Court of Auditors as well as the Internal Audit Service. Equally, it is noteworthy that the European Commission launched a study on the "Evaluation of the EU decentralised agencies in 2009": the referred study included evaluation reports of all European Union agencies.

6) Contract objectives

The overarching objective of the contract is to deliver an independent External Evaluation Report (hereinafter "the Report") for the Management Board of the Agency within the scope of the articles 30 and 31 of the founding Regulation.

The external evaluation shall cover the five-year period 2013-2017. Progress shall be measured by comparing to the situation prior to the reporting period by assessing the progress made in the implementation of the recommendations of the first independent external evaluation. Special account should also be given to the strategic priorities, thematic objectives and operational activities implemented in 2013-2017.

Within this context the Report shall be done taking into account the views of FRA stakeholders and assess:

- the overall impact of FRA's work against the main objective laid down in article 2 of the founding regulation

- the effectiveness, impact, added value, utility, relevance, sustainability and coherence of FRA's performance in delivering on its specific tasks. In particular, within the thematic areas determined by the Multiannual Framework 2013-2017, the following elements should be assessed:
    - the ability of the Agency to collect objective, reliable and comparable information and data;
    - the ability of the Agency to develop methods and standards to improve the comparability, objectivity and reliability of data at European level;
    - the ability of the Agency to carry out, cooperate with or encourage scientific research and surveys, preparatory studies and feasibility studies;
    - the ability of the Agency to formulate and publish conclusions and opinions on specific thematic topics, for the Union institutions and the Member States when implementing European Union law;
    - the ability of the Agency to develop and implement a communication strategy and promote dialogue to raise awareness of fundamental rights

- the extent to which new thematic areas of work or additional tasks would be needed taking particular account of the periodic revisions of the Multi-Annual Framework and the possibility for the Management Board to issue to the Commission such recommendations as may be necessary regarding changes in the Agency's working practices and the scope of its mission.

- the efficiency of the Agency's functioning, working methods, governance structures and procedures as well as the analysis of the human and financial resources in relation to the five years covered by the Report

- The Report should provide recommendations to the Agency in order to face the upcoming challenges.

8) Evaluation criteria

Following a process and a methodology which complies with the objectives identified in the previous section, the evaluation should address the following key evaluation criteria:

CRITERIA	
Relevance	The extent to which Agency's outputs are pertinent to the needs, problems and fundamental rights issues to be addressed.
Effectiveness	The extent to which the Agency has been successful in achieving its objective and carried out the tasks established by the Founding Regulation
Impact	The extent to which Agency's work and outputs have contributed to short and long-term effects, directly or indirectly.
Utility	The extent to which the Agency has been successful in addressing the needs of the European Union institutions and Member states in providing them with assistance and expertise relating to fundamental rights in order to support them when they take measures or formulate courses of action to fully respect fundamental rights in the framework of Union law.
Added value	The extent to which the Agency has been more effective and efficient in achieving its results and impacts compared to other existing/possible national level and EU level arrangements.
Coordination & Coherence	The extent to which the Agency has ensured appropriate coordination and or cooperation with the stakeholders identified in the Agency's Founding Regulation. The extent to which the Agency has coordinated with relevant Union institutions and bodies, offices and agencies of the EU**,** active in the field of fundamental rights or carrying out similar tasks.
Efficiency	The extent to which the Agency has conducted its activities and achieved its objectives at a reasonable cost in terms of financial and human resources and administrative arrangements.

9) Evaluation questions

In order to assess the relevance, effectiveness, impact, efficiency, utility, added value, coordination and coherence the evaluation must answer a number of key questions

To identify and operationalise the evaluation questions, the contractor may use the Agency's Performance Measurement Framework (PMF), a tool to monitor and evaluate the performance of the Agency that contains:

- an intervention logic that, based on the Founding Regulation of the Agency, is composed of inputs, tasks and objectives, organised in a logical manner to reflect the cause and effect chain through which FRA's activities produce results;
- an indicator framework containing output and impact indicators alongside the main vertical strands of FRA's intervention logic as well as the judgement criteria and measures to inform the extent to which FRA achieves its objectives and results at all levels (outputs, short-term, long-term and aspirational impact).

The questions proposed below might not necessarily cover the entire substance and, in this regard, the contractor is encouraged to break down the following questions into sub-questions as well as to suggest additional or different questions with the aim of improving the focus of this evaluation.

RELEVANCE

Examples of relevance questions:

- The extent to which FRA's outputs are pertinent to the needs, problems and fundamental rights issues to be addressed
- How far are the Agency's tasks and resources engaged with key EU policy priorities?
- To what extent are FRA's outputs still relevant to the needs of EU policies on fundamental rights?
- Which Agency tasks are necessary to continue implementing existing obligations under the Treaties, the EU legislative framework and the Charter of Fundamental Rights?
- To what extent were the Agency's outputs (e.g. research and analysis) relevant with regard to fundamental rights issues to be addressed?
- How relevant is FRA output directly to EU citizens?
- Shall the Agency's founding regulation be adapted - taking into account the periodic revisions of the Multi-Annual Framework 2018-2022 - in order to change the scope of FRA mission, working practices and tasks?

EFFECTIVENESS

Examples of effectiveness questions:

- To what extent has the Agency successfully fulfilled its mandate to collect, record, analyse relevant, objective, reliable and comparable information and data relating to fundamental rights issues in the European Union and its Member States when implementing Union law? To what extent has this data been collected across all Member States?
- To what extent is the Agency issuing reliable, high quality and useful, timely and adequate assistance and expertise relating to fundamental rights to the relevant institutions, bodies, offices and agencies of the Union and its Member States?
- To what extent has the Agency developed adequate methods and standards to improve the comparability, objectivity and reliability of data among the 28 Member States?
- To what extent is the Agency effectively providing its services to emerging issues and ad hoc requests from the European Parliament, the Council or the Commission?
- To what extent has the Agency fulfilled its mandate to 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?
- To what extent has the Agency contributed to the development of effective information and cooperation networks among EU-level and national stakeholders active in the field of fundamental rights?
- To what extent are the quality control mechanisms in place effective in ensuring high scientific quality of the work done and outputs produced by the Agency)?

- To what extent the Agency's networking activities are effective in helping to promote Fundamental Rights in the EU or at Member State level?

IMPACT

Examples of impact questions:

- To what extent have the strategic and thematic objectives set out in the Agency's Strategic Plan 2013-2017 and annual work programmes for the years 2013 to 2017 been accomplished?;
- To what extent has the implementation of the annual work programmes for the years 2013 to 2017 been accomplished? To what extent did the activities implemented have an impact at EU and national level and did the impact achieved by FRA projects correspond to the existing needs?
- To what extent the Agency's activities need to be adapted in order to better respond to the multiannual strategic and thematic objectives and considering the request for services and activities from EU institutions/Member States and other stakeholders and international bodies? How should FRA activities and tasks be adapted to better respond to its multiannual and annual priorities and potential upcoming request for services and activities in the context of the Multi-Annual Framework 2018-2022? Should certain existing activities be discontinued, modified or new activities launched?
- To what extent has the Agency contributed to a greater shared understanding of fundamental rights issues in the framework of Union law among policy/decision-makers and stakeholders in the EU and Member States? Has the Agency's impact improved since the 2013 evaluation, especially at national level?
- To what extent have the Agency's activities strengthened EU and Member States legislation and policies related to Fundamental Rights?
- To what extend have the Agency's activities actively supported the implementation of Fundamental Right legislation and policies in practice?
- To what extent has the work of the Agency contributed effectively to help institutions, bodies, offices and agencies of the Union and its Member States to ensure full respect of fundamental rights in the framework of Union law?
- To what extent the Agency's communication activities are effective in making the Agency's work on Fundamental rights accessible to civil society?
- To what extent are the mechanisms for monitoring, reporting and evaluating the Agency adequate for ensuring accountability and for an appropriate assessment of performance in the context of the Agency system?

UTILITY

Examples of utility questions:

- To what extent are the Agency's stakeholders identified in the Founding Regulation (articles 6 – 10) and satisfied with the responsiveness and availability of the research activities undertaken?
- To what extent are the Agency's outputs suitable to the needs of its stakeholders in particular of the relevant institutions, bodies, offices and agencies of the Union and its Member States?
- What activities and outputs (e.g. awareness raising activities, methods and standards to improve data collection, thematic studies, large scale surveys, handbooks, opinions, etc.) are seen as the most useful by stakeholders and end users?
- To what extent have different outputs been taken into account by relevant EU, national and local actors on Fundamental Rights issues?
- To what extent FRA activities enhances the general awareness of fundamental rights issues in the European Union and its Member States when implementing Union law?
- How is the Agency adapting to the Fundamental rights emergencies?

ADDED VALUE

Examples of added value questions:

- Is the independent nature of the Agency sufficiently ensured so that in fulfilling its task it contributes to the soundness and scientific quality?
- To what extent has the high scientific quality of the work of the Agency been ensured and to what extent has its work been guided by means of scientific objectivity?
- What has been the unique contribution of the Agency to the promotion and protection of fundamental rights in the EU?
- To what extent have the effects been achieved at lower costs because of the Agency's intervention?

COORDINATION AND COHERENCE

Examples of coordination and coherence questions:

- To what extent is the Agency acting in close cooperation with the Council of Europe and UN to avoid duplication and in order to ensure complementarity? Is the resource allocation proportionate?
- To what extent is the Agency ensuring appropriate coordination with relevant EU institutions, bodies, offices and agencies to foster synergies and avoid duplication?
- To what extent is the Agency acting in close cooperation with non-governmental organisations and with institutions of civil society? Is the resource allocation proportionate?
- To what extent are the procedures to ensure this coordination and cooperation effective to secure that Agency's activities are coherent with the policies and activities of its stakeholders?

EFFICIENCY

Examples of added value questions:

- To what extent have the Agency's internal organisation, operations and working practices, as created by the Regulation, been conductive to its efficiency?
- To what extent is the structure and organisation of the Agency (size, organisation, staff composition and skills, recruitment and training issues, etc.) adequate to the work entrusted to it and to the actual workload? Is it sufficient for reaching a critical mass of impact and economies of scale?
- To what extent is the use of externalised services appropriate and efficient? Could the same results have been achieved with fewer resources, another way of allocating resources, etc.? How can cost-effectiveness be improved?
- To what extent does the Agency implement annual budgets in an efficient and responsible way?
- To what extent do the Agency's management systems and processes contribute to the effectiveness and efficiency of its operations?
- To what extent has the Agency's management of human resources been satisfactory?
- To what extent are the role, working methods and composition of the Executive and Management Board and its Scientific Committee appropriate and efficient?
- To what extent have the administrative procedures supported the operational activities of the Agency?
- Is there scope for simplifying existing administrative arrangements and working methods?
- To what extent is the ratio administrative/operational staff adequate for fulfilling the Agency's tasks? Is the Agency benchmarking this ratio?
- To what extent has the Agency been successful in creating synergies and an optimal use of combined resources allocated for the implementation of its mandate and tasks to manage operation Does the founding act allow for synergies or are synergies done on an ad hoc basis?
- To what extent are the Agency's objectives and activities coherent with the EC Common Approach aimed at raising the efficiency and effectiveness as well as improving the governance of the decentralised Agencies? How the Agency has contributed to the Roadmap's implementation?

- Has the Agency implemented all actions included in the Roadmap on the implementation of the Common Approach?
- Is the Agency reporting in accordance with Commission guidance and templates?

10) Methodology

Regardless of the proposed methodology, and of the number of steps proposed, the successful tenderer shall at least propose a familiarisation phase, an investigation phase and a final report phase.

Familiarisation phase

The Familiarisation Phase shall consist at least of:

- A detailed definition of the objectives of the Report;
- Identification of stakeholders and preparation of a stakeholder analysis;
- Definition of the methodology to collect information in order to carry out the evaluation during the investigation phase;
- Definition of a methodology for the analysis with the identification of relevant criteria/questions/indicators and benchmarks.

It is essential for the success of the Report that the views of stakeholders at a European and national level are taken into account as appropriate. In this respect, a wide involvement of stakeholders in the evaluation is necessary, and shall at the least comprise the following parties[7] who would need to be approached to provide feedback on a separate basis by the selected consultant, depending on their relation with the Agency.

The result of the Familiarisation phase shall be summarised in an *Inception report* that shall be presented by the Contractor during an ad hoc meeting with the Agency. The agreement on the inception report by the Agency shall mark the start of the Investigation phase of the Report.

Investigation phase

The detailed methodology for the investigation as defined in the familiarisation phase will depend upon the Contractor. All means to investigate and come to valuable results can be considered.

The contractor is expected to collect data through:

- Meetings;
- Semi-structured interviews with FRA stakeholders;
- Closed questionnaire surveys to FRA stakeholders;
- Semi-structured interviews with FRA staff;
- Any other source, as necessary.

[7] (European Commission officials, Members of the European Parliament and their policy advisers, Members of the Council secretariat, 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, FRA national parliamentary focal points, Officials from the Council of Europe, Officials from the United Nations and OSCE, Officials from the European Community Agencies.).

The contractor will define the meetings' schedules with the Agency staff and stakeholders as well as the interviews, questionnaire and surveys preparation

At the end of this phase, an *Interim report* will be submitted by the Contractor to the Agency. This will mark the start of the Report drafting phase of the Report.

Final report phase

On the basis of the work carried out in the previous phases, the Contractor shall draft a preliminary evaluation report (*Draft final report)* including the main findings and propose recommendations. The Contractor shall then finalise the evaluation report (*Final Report*) including timetable where applicable.

11) Deliverables

The expected deliverables under this contract are as follow:

Kick-off meeting

Including the presentation of the technical proposal as detailed in the offer. The results of the meeting with all documents presented shall be included in a *Kick-off meeting Report.*

Inception report

The *Inception Report* shall include the results of the familiarisation phase. The report shall, as a minimum, describe:

- The methodology proposed and how is going to be implemented in detail;
- The analysis of the Agency intervention logic (outputs, short-term, long term and aspirational impacts) and the conceptual relations;
- Quantitative and Qualitative indicators that will be used addressing the evaluation questions;
- Detailed work plan for the implementation of the Report.

Interim Report

The *Interim Report* is to be produced after the desk and field research has been completed and stakeholders have been consulted, and should, to the extent possible, include some preliminary conclusions. The Report should as a minimum describe:

- A detailed overview of the status of the evaluation Report;
- A summary of the data gathering and an analysis of the data;
- A summary of initial findings;
- A description of the issues encountered and challenges ahead;
- A conclusion whether any changes are required to the work plan to achieve the results of the evaluation Report;
- A proposal for the final structure of the Final Report.

Draft Final Report

The *Draft Final Report* will include the presentation of the technical proposal as detailed in the offer.

- An executive summary (including the main conclusions of the Evaluation Report and the recommendation arising from them);
- A description of the methodology used;
- The criteria, questions and benchmarks applied by the Contractor;
- The main results of the surveys, questionnaire, interviews, etc., as relevant (including the main views of persons and parties which have been involved);
- The main results of the evaluation Report;
- The evolution of success/risk factors as identified;
- The main conclusion and recommendations (including timetable where applicable);
- The annexes providing all technical detail and information linked to the interview guides, questionnaire templates, graphs and other sources, list of stakeholders consulted, etc.

Final Report

The *Final Report* follows the same structure as the draft Final Report. Furthermore, it shall include an executive summary of maximum 5 pages summarising the evaluation findings and the recommendations arising from them.

Presentation of the Final Report

Including the presentation of the technical proposal as detailed in the offer.

12) Provisional Timetable

Actions/Deliverables	Deadline
Signature of the contract	December 2016
Kick off meeting	2 weeks after the entry into force of the contract
Inception report	2 months after the entry into force of the contract
Interim report	5 months after the entry into force of the contract
Draft Final report	8 months after the entry into force of the contract
Final report	10 months after the entry into force of the contract
Presentation of the Final Report	September 2017

13) Materials to be provided to the contractor

- The FRA's Founding Regulation,
- FRA Management Board Decisions;

- FRA Director's decisions;
- FRA Multiannual Framework, Strategic plan and Annual Work Programmes;
- FRA stock take reports and Annual Activity reports;
- FRA's Annual Reports;
- External evaluation reports;
- Internal Ex-ante and Ex-post evaluation reports;
- European Parliament's budgetary discharge reports;
- Court of Auditors' report and IAS reports;
- FRA's risk assessment;
- FRA publications;
- External publications concerning FRA, etc. ;
- Other, as relevant .

14) Project management

The external evaluation will be conducted in full autonomy and independence on the part of the contractor. The contract will be managed by FRA project manager. A Steering Group of the Agency will be involved in the management of the evaluation and will engage the Evaluation team at key intervals of the process, from inception to draft and final reports.

While the Steering Group will have the opportunity to comment on all reports the Contractor's independence is not compromised as this will not interfere with the autonomy and independence of the Contractor in respect of their findings, conclusions or recommendations.

15) Project Team and minimum requirements

The project core team must include a Project Coordinator and a minimum of 4 experts complying with the requirements below, among whom at least 2 must be Senior Experts.

Project Coordinator
Qualifications and professional experience

- University degree;
- A minimum of eight (8) years of professional experience (following the university degree), out of which a minimum of five (5) years of experience must be related to the coordination and management of evaluations of EU agencies, international public institutions, programmes and projects, impact assessments, users and stakeholders management;
- Working experience and/or academic knowledge in the field of fundamental rights
- Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF)).

Senior Expert
Qualifications and professional experience

- University degree;
- A minimum of five (5) years of general professional experience (following the university degree) out of which a minimum of three (3) years of experience must be related to the designing and/or reconstructing methodologies for evaluations of EU agencies, international institutions, programmes and projects (analysis and reconstruction of the logic of intervention, the elaboration of the needed structured questionnaire, the

organisation of focus groups, conduction of interviews, analysis of data, preparation of reports and documentation of the final results);
- Working experience and/or academic knowledge in the field of fundamental rights, in particular linked to evaluation of programmes, projects and activities related to the mandate of the Agency;
- Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF)).

Junior Expert

Qualifications and professional experience

- University degree;
- A minimum of three (3) years of general professional experience (following the university degree) out of which a minimum of two (2) year of experience must be related to the issues of the contract and to the type of tasks to be performed;
- Working experience and/or academic knowledge in the field of fundamental rights, in particular linked to evaluation of programmes, projects and activities related to the mandate of the Agency;
- Language skills: Excellent knowledge of English (Level C1 based on Common European Framework of Reference (CEF)).