Call for Tenders

IncluCities Project Consultant

Funded by the Asylum, Migration and Integration Fund of the EU (AMIF-2018-AG-INTE)

31-01-2020

Council of European Municipalities and Regions
About CEMR

The Council of European Municipalities and Regions (CEMR) is the broadest organisation of local and regional authorities in Europe. Its members are over 60 national associations of municipalities and regions from 42 European countries. Together these associations represent some 150 000 local and regional authorities. CEMR’s objectives are twofold: to influence European legislation on behalf of local and regional authorities and to provide a platform for exchange of information and knowledge between its member associations and their elected officials and experts.

IncluCities is a project financed by the European Commission’s Directorate-General for Migration and Home Affairs (DG HOME). It will be implemented between February 2020 and January 2023 by a consortium composed by CEMR (lead) and 8 partners together with 8 cities (indirect beneficiaries):

Council of European Municipalities and Regions (lead);
Swedish Association of Local Authorities and Regions + 1 city;
Central Union of Municipalities of Greece + 1 city;
French Association of the Council of European Municipalities and Regions + 1 city;
Italian Association of the Council of European Municipalities and Regions + 1 city;
Spanish Federation of Municipalities and Provinces + 1 city;
Brulocalis (Association of the city & of municipalities of the Brussels-Capital Region) + 1 city;
Association of Flemish Cities & Municipalities + 1 city;
Latvian Association of Local and Regional Governments + 1 city

Background information on the project

IncluCities (2020-2022) aims at improving the integration of Third-country Nationals by:

1. Facilitating the exchange of knowledge between 4 experienced (mentors) and 4 less experienced (mentees) middle-sized cities and 8 accompanying associations of local and regional governments in the fields of education and training, housing, access to basic services, active participation & social inclusion.
2. Enhancing capacities of middle-sized cities & associations of local and regional governments to better deliver policies on integration linked to the topics addressed, as well as strengthening the role of associations of local and regional government as pivotal actors in reinforcing multilevel governance, better regulation and knowledge-exchange.

Activities implemented by the project

- 1 kick-off meeting/conference (political) to present the project objectives, activities, outcomes and outputs and 1 final conference to discuss outcomes;
- 4 integrated mentoring-schemes (in pairs of two cities: one experienced city accompanies the other less experienced one) to elaborate Action Plans (each mentee will draft a plan in one of the abovementioned topics) following a concrete methodology through study-visits;
- 4 thematic training academies (for partners and external participants) - each of them addressing one of the topics of the project - to be organized in the mentor cities;
- 4 transfer/methodological workshops to compare results between mentoring-schemes (and re-define action plans) organized back-to-back with the training academies.

The expected results are:

1. Improved long-term integration of third-country nationals in middle-sized cities;
2. Improved transnational local cooperation between cities and associations of local and regional governments as well as in scaling-up results to the EU policy level;
3. Increased capacities of cities and Associations of Local and Regional Government.
Outputs

- 1 booklet for the kick-off meeting explaining the project objectives, activities, outputs, expected outcomes and the methodology of the mentoring-schemes (visits);
- 4 action plans (for mentees) and 4 videos of at least 1 study-visit (1 per pair of cities);
- 4 online one-stop-shops for mentor cities with essential information for migrants and refugees/asylum seekers on legal issues, access to education, languages courses, etc;
- 4 thematic toolkits (one per topic) containing benchmarks, good practices, as well as the main elements of action plans, together with the methodology used during the study-visits;
- 1 integrated toolkit with the main outputs of IncluCities and 4 infographics with information on study-visits, training academies and migrant profiles of participating cities.

General tender specifications for the “Consultant IncluCities Project”

The general purpose of this Call for Tenders is to find a consultant to ensure the success and proper development of the peer-to-peer (mentoring) related activities, as well as the adaptation of the methodology.

Background of the peer-to-peer methodology (mentoring-schemes)

The strength of IncluCities project is the methodology developed by Migration Work for EUROCITIES in previous projects funded under the AMIF. This methodology, which the consultant will have to use and adapt, lies on two levels:

1. **Specific and local**: it supports partner cities in carrying out concrete changes in local practice, where goals and standards are set by a benchmark based on EU-wide experience, and each mentee city undertaking these actions is mentored through the process of change by a mentor city.

2. **General and EU-wide**: by applying its thematic benchmarks in these ‘real-life’ city actions, IncluCities develops, tests and validates them so they can be delivered to other Europe’s cities and the European Commission as tools for improving practice EU-wide in future years. The methodology will help mentees to identify factors (and actors) that need to be in place to accomplish with the reference benchmark (after the definition of standards), as well as how to use it, steps to take before the visit, during the mentoring visit itself (including the task of drafting an action plan) and after. The benchmarks and key factors for each topic will be drawn from a Europe-wide review of cities’ experience polled by associations’ and cities’ knowledge.

The process will consist of 3 main phases in which each of the “pairs” will address 1 topic for the whole duration of the project (abovementioned):

a. Best practice identification, benchmarking (standards) and needs assessment (1st study visit per mentoring scheme)

b. Development of Action Plans, implementation and re-definition (2nd study visit per mentoring scheme);

c. Evaluation, final re-design of action plans after transfer/methodological workshops, potential transferability to the rest of the network (3rd study visit per mentoring-scheme) and scaling-up potential (EU level).

The Mentor city and its accompanying associations of local and regional government helps practitioners in the mentee city to achieve change. It does so partly by drawing on its own experience, but equally by being a good listener: allowing mentee city colleagues to explore concerns and develop ideas in confidence with a trusted partner from outside their own authority.
Its mentoring encourages them to see what needs to be changed or upgraded; to identify options for change and risks; and to move towards the chosen solution.

**The Mentee City and its accompanying association of local and regional government** will aim, through IncluCities, to improve selected aspects of their work on a relevant theme. The *mentee city* will work with its *mentor* to identify changes it wants to make; plans the action needed to achieve them; and then carries them out. This process of improvement, supported by the *mentor*, facilitator and the associations of LRGs participating in each mentoring, begins with early planning before their visit to the *mentee city*. It runs through the visit and continues to the end of the project, as change gets under way.

**Clusters:** Whilst one *mentor city* and a single *mentee city* can work together productively in the IncluCities process, cities may find they can benefit from it most by working with other local governments which share an interest in the same theme, within the field of migrant and social integration. Within a cluster made up of 8 cities and 8 associations arranged in mentoring and mentee ‘pairs’, together with Local Support Networks they can exchange experience and ideas both about the mentoring process and about practical solutions. Transfer/methodological workshops designed for this project will aim at ensuring that exchange between the different pairs’ is guaranteed.

**Local Support Networks will be established** in each *mentee* and *mentor* city gathering stakeholders who are representative of organisations with an interest in helping the city improve its practices in a relevant thematic area. They may include migrant and ethnic minority associations, business and trade union representatives, other civil society groups and academic experts. City officials from relevant departments will attend for liaison. Local Support Network views will inform the city’s analysis of needs and challenges (1st visit), and its work to identify solutions and to design a roadmap for change.

**Tasks to be performed by the Consultant**

The Consultant will be responsible for:

- The smooth development of the 12 study-visits (3 to each *mentee city*) and more concretely the organisation and facilitation of the visit, the preparation of the agenda in coordination with the *mentor and mentee cities*, as well as the 2 accompanying associations;
- Prepare and adapt the peer-to-peer methodology (if necessary) to the needs of the project;
- Advise mentors and mentees on how to apply the methodology (along the 3 phases) to get good results, both in specific local actions to undertake after benchmarking;
- Support the mentoring-schemes during the 3 study-visits in building their relationship, and in developing plans for local change (before, during and after visits);
- Create synergies between the work of all pairs of cities through participating in the transfer/methodological workshops aiming at ensuring the transfer of knowledge between all the participants in the project;
- Identify benchmarks, good practices and key factors to be in place that are tested, user-friendly and reliable;
- Follow-up visits to prepare the action plans, while making sure that concrete Action Plans for *mentee cities* are developed at the end of the process.
- Help mentor cities and associations in the design of transfer/methodological workshops and its facilitation (4 in total at the end of the project and organised back-to-back with training academies).
Tasks performed before the study-visits

- Prepare the necessary background documents for study visits using the dedicated templates prepared in advance and provide guidance so that Working Groups (with all interested stakeholders included) are established for each mentoring-scheme;
- Coordinate with the mentor association and mentor city to prepare the logistics and the agenda of each visit, while guiding mentor cities and mentees in the establishment of Local Support Networks;
- Facilitate the Working Group meetings (through webinars) of the different mentoring-schemes in cooperation with mentor cities. Participate pro-actively in meetings together with Local Support Networks;
- Mobilise Local Support Networks in mentor cities and mentee cities for study-visits;
- Revise the methodological documents and adapt them if necessary, as well as prepare a summary of how it works to be published as an output (formal output);
- Orientate mentoring-schemes (mentee cities) in the needs' assessment (identification of benchmarks & good practices), action plan definition & re-drafting and evaluation phases.

Tasks performed during the visits

- Supervise the smooth running of each study-visit in close coordination with the co-organising mentee city (logistics) and the mentor city for content-related issues;
- Facilitate the meeting (chair it) and ensure that all the different steps defined in the methodology and the agenda are respected for each of the different phases;
- Ensure that all relevant stakeholders are present (Local Support Networks of both cities (city officials, NGO’s, practitioners, etc.).

Tasks performed after the visits

- Maintain regular contact with CEMR Secretariat, participating associations and beneficiary cities all along the study-visit cycle and Action Plan definition.
- Draft minutes of study-visits and debrief all members of each Working Group (one per mentoring scheme) after each visit to ensure the right follow-up;
- Ensure the follow-up of each study-visit with the participating cities and set up a date for upcoming Working Group webinars for each mentoring-scheme;
- Report back to CEMR Project Coordinator (on content issues) and provide all financial receipts (if necessary) to CEMR (Admin Officer) as the lead partner.
- Accompany mentee cities in the drafting process of Action Plans from the first visit onwards.

Expertise required and selection criteria

a) Experience in working with local governments and stakeholders, European institutions and bodies, as well as with associations of local and regional government or city networks;

b) Capacity to work in English, as well as experience in the field of migration and integration with a focus on urban authorities. Knowledge of other EU languages will be considered an asset;

c) Demonstrate a high-level organisation and research skills and capacity to deliver good quality outputs such as: reports, meeting minutes and action plans;

d) Knowledge on EU affairs and experience in working with EU-funded projects under AMIF or other migration/integration related EU-funding programmes;

e) Able to travel at least 12-16 times over the duration of the project (3 years).

f) In-depth knowledge in using and developing peer-to-peer methodologies aiming at facilitating exchanges between different cities/stakeholders in order to come up with concrete changes and local policy proposals;

g) Vast experience in facilitating and organising meeting between stakeholders, as well as in mobilising participants, identifying good practices and benchmarks.
Time schedule

All activities will be completed no later than 31 December 2022.

Contact Person

For further information, please contact Mr. Carlos Mascarell: carlos.mascarellvilar@ccre-cemr.org (Project Coordinator, CEMR), +32 500 05 44 no later than 17 February 2020.

Deadline and language of the tender

Deadline for the submissions is 24 February 2020 COB at: application@ccre-cemr.org. Tenders must be written in English. The Contractor shall be responsible for correct language and grammar. Documents with apparent mistakes in spelling, grammar or style shall be rejected.

Payments and standard contract

A contract will be drawn-up between CEMR and the consultant upon the selection of the candidate/company. The maximum amount available for this contract is € 41,000 excluding study-visit/transfer workshops costs (travels, accommodation and per diems). An estimation of the number of days necessary to prepare study-visits, transfer/methodological workshops, as well as to help mentee cities in drafting Actions Plans for mentees needs to be included in the offer.

Intellectual property and data protection:

The Contractor shall ensure the delivery of all outputs (or their constituent parts) under its responsibility, with applicable intellectual property legislation and personal data protection legislation.

Content of the bids

Format: All elements shall be delivered electronically in Word format:

a) A cover letter containing the following information: organisation name, name of the tenderer if self-employed, the VAT number and the registration number; contact person and contact details, detailed curriculum vitae (CV), including educational background, degrees, diplomas and professional experience;

b) A professional Curriculum Vitae (for individual experts) or indicative list of past contracts (for companies) demonstrating the bidder’s background and experience relevant for the assignment.

c) A short technical offer of no more than 2 pages summarising ideas on how to improve/adapt (if necessary) the methodology by using the following documents as a background information;

d) A financial offer with the expected cost, including any direct costs (e.g. travel expenses to organise 3 to 5 meetings with the Secretariat), suggested number of working days with daily costs to prepare study visits (besides visit days) and transfer/methodological workshops, number of staff assigned, etc.

Selection criteria

CEMR will select the offer providing the most advantageous combination of cost, quality and sustainability in order meet requirements and deliver results. Pre-selected candidates will be invited for an interview, in person or by Skype during the first week of March.

All bidders will be informed about the result of the selection process after this date.
Contact

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About CEMR

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CEMR’s objectives are twofold: to influence European legislation on behalf of local and regional authorities and to provide a platform for exchange between its member associations and their elected officials and experts.

Moreover, CEMR is the European section of United Cities and Local Governments (UCLG), the worldwide organisation of local government.

www.cemr.eu

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