

TERMS OF REFERENCE

Framework contract for Procurement of crisis management consultancy (training, exercise, support, awareness)

1 BACKGROUND

- The European Border and Coast Guard Agency Frontex was established in 2005 to assist both EU member states and other countries within the Schengen passport-free area in the management of their external borders and to bring greater consistency and harmonization to EU border control. The agency facilitates cooperation between border and coast guard authorities by providing the necessary technical support and expertise available where and when it is needed. Frontex promotes, coordinates and develops European border management in line with the EU fundamental rights charter applying the concept of Integrated Border Management. (more under <http://frontex.europa.eu/about-frontex/mission-and-tasks/>)

European integrated border management, based on the four-tier access control model, comprises measures in third countries, such as the common visa policy, measures with neighbouring third countries, border control measures at the external borders, risk analysis and measures within the Schengen area and return.¹

- The crisis management (CM) program foresees bi-annual exercises, a table top exercise and a fully-fledged exercise.
- In order to ensure full readiness to deal with a potential crisis, Frontex crisis management plans and protocols, information flows and decision making need regular testing and training among the staff. This is needed to ensure a proper level of organizational knowledge in procedures, processes, roles and responsibilities - the awareness of staff and senior management about what to do in case of a crisis situation.
- The crisis management framework comprises a crisis management policy and plans with the aim of properly managing threats which may have an impact on the organisation.
- Frontex also has a business continuity (BC) framework in place which deals with relevant situations falling under its responsibility.

2 SCOPE OF THE PROJECT:

The scope of the **single** 4-year-framework contract is to deliver two annual crisis management exercises (CME) which shall include a crisis communication component, comprising one fully-fledged exercise and one table top exercise for internal stakeholders, as well as to train Frontex personnel and test organizational preparedness for crises. This shall include the delivery of a briefing to staff involved in exercises, so the annual training sessions to the crisis management teams including support staff and

¹ Repatriation of irregular migrants to their place of origin

annual awareness session to Frontex staff on crisis management shall be delivered prior the exercise in a timely manner.

The process of continuous professional improvement to crisis management may necessitate changes to existing procedures which shall be implemented in the Frontex crisis management framework following consultation (where necessary).

3 GENERAL INFORMATION

3.1 Contract Type and implementation of the contract

- The tasks under this “Contract” shall be performed “extra muros” at the site of the awarded contractor, and “intra muros” at FRONTEX premises (for trainings, interviews, meetings and exercises), or a combination of both.
- The contract is expected to be initially concluded for two years with possible renewal for another two years with 1 service provider (for a maximum total duration of four years). The renewal will be automatically applied unless one of the parties (awarded service provider or Frontex) receives formal notification to the contrary from the other party at least three months before the end of the ongoing duration. Tenderers shall submit tenders which demonstrate that the crisis management consultancy could be provided for a period of 4 years in total.
- The estimated contract start date shall be the 3rd quarter of 2018.

3.2 For this Contract Frontex will provide the following resources:

Information provided by Frontex shall be shared via a secure sharing platform to which the contractor shall be provided access by Frontex. The platform shall enable two-way document sharing between the contractor and Frontex.

- Access to relevant information necessary to prepare the exercise
- Access to necessary elements of infrastructure to conduct the tasks
- Organizational support by Frontex (e.g. organisation of meetings, point of contact, etc...)

3.3 Confidentiality and security of information

Due to the sensitive nature of information and materials that will be exchanged during this project, each of the contractor’s and sub-contractor’s (if applicable) involved experts shall sign a declaration of confidentiality prior to the start date of their participation in the contract implementation.

3.4 Acceptance

The work outlined in this contract shall be considered as accepted when all the deliverables expressed in this contract are accepted and documented by the Frontex project manager (Frontex Situation Centre).

Acceptance of the deliverables shall be confirmed by handing over an acceptance form signed by a Frontex representative to the awarded company.

The goals are to be achieved under direction of the Frontex project manager (Frontex Situation Centre).

3.5 Reporting and communication

All tasks performed under this contract will be managed and supervised by the Frontex project manager.

All information provided in this document and its annexes shall be taken into consideration by the tenderers in preparation of the offer. The tasks carried out and the deliverables shall be provided in English (U.K.) and shall follow common good professional practice to ensure a successful contract implementation.

All produced documents and deliverables shall be made available exclusively to Frontex for further usage and an appropriate knowledge transfer shall be ensured.

Frontex requires transparency from the Contractor in the provisions under this contract.

3.6 Language

All the communication and documentation, both in paper and electronic form and deliverables, shall be in English (U.K.). All members of the Contractor's staff allocated to this contract shall speak and write in English at the minimum B2 level as indicated in their profiles, according to the Common European Framework of Reference for Languages ².

4 BUSINESS OBJECTIVE:

The aim of the CMEs is to ensure that Frontex crisis response capabilities and recovery times continue to meet organizational requirements.

The outcome of the CMEs shall be to ensure that the Frontex crisis management framework is clearly understood and applied by all Frontex staff, and to test the operability of processes and to increase internal awareness on the content of plans. The identification of gaps and areas of improvements shall be outlined and delivered in each post-CME report. The report shall serve as a baseline for the next CME.

Important aspects of the CMEs are:

- Crisis communication (internal and external)
- Decision making processes and risk assessment
- Information flows and information formats
- Tasking
- Information management
- Execution of tasks/decisions made by the strategic response team to the operational response team
- Time aspect e.g. duration of decision making, duration of execution of decisions, duration of information gathering, deadlines for delivering/accomplishing of results/tasks

- Staff awareness
- Infrastructure supporting crisis management
- Minimizing disruption to business during the CME
- Protect CME scenarios from public disclosure.
- Crisis management support functions (telephone mgmt, note taker, etc.)
- Awareness about roles and responsibilities
- identify and make recommendations for areas of improvement in the Frontex crisis management framework

Frontex business continuity framework is in the scope of this project.

Crisis event arising from a business continuity situation or vice versa shall be included in the exercise.

Interdependencies and identified links between crisis management and business continuity during the exercise or preparations have to be highlighted and shall be rehearsed.

Training sessions prior to the exercises shall be provided to familiarise, update and rehearse the crisis management team members and engaged staff on the current crisis management framework.

A general awareness session on the Frontex crisis management framework shall be provided to Frontex staff once a year, to ensure an accurate level of knowledge on crisis management, and provide the best possible support in crisis situations.

5 DELIVERABLES:

The requested deliverables shall be:

- 1 fully fledged crisis management exercises per year
- 1 table top crisis management exercises per year
- 1 training for the crisis management teams per year
- 1 Frontex staff awareness session per year
- Consultancy services to provide support in the crisis management (up to 85 hours per year)

~~Delivery of biannual crisis management including a crisis communication component for the Frontex crisis management team (around 30 people).~~

~~Delivery of 2 crisis management and crisis communication exercises per year, consisting of 1 fully fledged exercise and 1 table top exercise in this sequence.~~

~~Annual training for the crisis management team members and staff engaged in crisis management (around 40 people), scheduled in timely manner prior to the exercises according to Frontex requirements.~~

~~One annual awareness session shall be delivered by the contractor to Frontex staff (around 650 people for an average session) to promote the preparedness for crisis situations including internal escalation channels for addressing potential crisis situations.~~

Methodology/Approach:

The Contractor shall perform in accordance with norms, standards and procedures based on best practice and acknowledged standards in the crisis management domain.

The work delivered shall be in line with the Frontex mandate and its crisis management framework. The CMEs should cover situations entailing reputational and operational damage to the Agency. The contractor is responsible for planning all aspects of the CME, including authoring CME documents, foreseeing external human resources necessary for the conducting the CME and ensuring the successful delivery of the CME to the crisis management team. Frontex shall approve the proposed CME scenario and CME documentation before the actual start of it.

A post-CME report is to be produced by the contractor. The “outside world” shall be replicated with a CME control team (exercise control team members provided by Frontex staff) and all measures shall be taken to avoid misunderstanding or scenario details being made public. The CME scenario shall contain various media, e.g. videos, news, phone calls, or any other relevant material which make the scenario as realistic as possible to the participants. The scenarios shall be designed in a way to ensure full preparedness towards crisis of the Agency. The complexity and difficulty of the CMEs shall be relevant to the skills and knowledge level of the participants.

Time periods between CMEs shall be used to amend the Frontex crisis management framework with input from the post-CME report, identified gaps or changes of structural nature of the Agency. This includes consultative support and assessment by the awarded company.

Description and details to the deliverables:

1 High level project plan including:

- work schedule with precise time frames for the CMEs
- timing of the deliverables, a cost estimation and name risks and their mitigation
- Project milestones and detailed deliverables

2 Minutes of meetings (to be delivered 1 day after a meeting, video conference, face to face contact)

- Kick-off meeting (1 day at Frontex Headquarters)
 - a. Introduction to Frontex
 - b. Sharing documents for scenario preparations
 - c. File sharing platform (share point based) to be used
 - d. Prepare minutes of the meeting by contractor
- Meetings via video conference or a written progress report after deliverable was delivered, milestone reached and ad hoc based and on request
- Meeting on CME scenarios 1 month prior each CME (0.5 days at Frontex HQ)

3 CME plan and execution:

Fully fledged CME: (3.5 working days at Frontex HQ)

- Briefing to the CME participants and to the CME control team including an training session on the crisis management framework (0.5 day at Frontex Headquarter)
- CME preparations at Frontex HQ, (0.5 day at Frontex Headquarters)
 - Includes all necessary preparations and/or installations to run the CME at Frontex premises
- Conduct CME
 - CME execution and control (2 days at Frontex Headquarter)
 - Hot debriefing with participants and feedback round
 - Feedback and collection of participants' written experience after the CME (questionnaire)
 - Separate feedback session after the CME with the project team (0.5 day at Frontex Headquarter)
- Post-CME report (containing, inter alia, a resume of the CME, lessons learned, problems identified and proposals for improvement)
 - Delivering the post-CME report (not later than 1 week after the CME)
 - Outline in the post-CME report identified intersections during the CME with business continuity framework
 - An internal revision of the post-CME report (collection of CME participant's feedback) shall be incorporated after the post-CME report was delivered (not later than 2 weeks after the report was issued)

Table top exercise: (3.5 working days at Frontex HQ)

- Briefing to CME participants and CME control team including an awareness session on the crisis management framework (0.5 day at Frontex Headquarter)
- CME preparations at Frontex HQ, (0.5 day at Frontex Headquarters)
 - Includes all necessary reparations and/or installations to run the CME at Frontex premises
- Conduct CME
 - CME execution and control (2 days at Frontex Headquarter)
 - Hot debriefing with participants and initial feedback
 - Feedback and collection of participants' written experience after the CME (questionnaire)
 - Separate feedback session after the CME with the project team (0.5 day at Frontex Headquarter)
- Post-CME report (containing, inter alia, a resume of the CME, lessons learned, problems identified and proposals for improvement)
 - Delivering the post-CME report (not later than 1 week after the CME)
 - Outline in the post-CME report identified intersections during the CME with business continuity framework
 - An internal revision of the post-CME report (collection of CME participant's feedback) shall be incorporated after the post-CME report was delivered (not later than 2 weeks after the report was issued)

4 Awareness session to Frontex staff (2 up to 5 days at Frontex HQ depending on staff growth):

- Provide on annual basis an awareness session on Frontex crisis management framework to Frontex staff (about 400 participants, gradually increasing to 1500 by 2022) **to promote the preparedness for crisis situations including internal escalation channels for addressing potential crisis situations.**

5 Training for crisis management team members and supportive staff (0.5 days at Frontex HQ):

- Provide **on annual basis a** training to crisis management team members and support staff (**around 40 participants**), prior to every CME to rehearse the theoretical part of the crisis management framework
- Give practical advice and highlight lessons learnt from post-CME report.

6 Post-CME report:

- Post-CME report (containing, inter alia, a resume of the CME, lessons learned, problems identified and proposals for improvement) to be delivered 1 week after closure of the CME

7 Consultancy services up to 85 hours per year

- Throughout the year provide support to the Frontex in the crisis management domain including:
 - Update of crisis management framework in case of need
 - Support implementation of lessons learnt from the post-CME report
 - Identification of gaps within the Frontex crisis management framework
 - Any other relevant service to improve the Frontex crisis management framework
- The service (**up to 85 hours yearly**) **is foreseen to be provided by the contractor from their own premises,** ~~shall be supported~~ via email, video conference or phone calls;

6 POINTS OF CONTACT WITHIN FRONTEX:

The direct point of contact for contractor's consultants will be the project manager at the Frontex Situation Centre (on crisis management).

7 PLANNED TIMING:

The work shall start in third quarter 2018. It is expected that the first crisis management and crisis communication exercise will take place in the third/fourth quarter of 2018.

8 ADDITIONAL INFORMATION

Volume of research material which has to be read prior the CME:

- Crisis management framework - around 40 pages
- Supportive documents - altogether around 20 pages, including:
 - FSC Business Concept
 - Business continuity framework
 - Other documents
- Documentation shall be provided by the Frontex Project Manager upon award of contract