

## **CALL FOR TENDERS**

**SELECTION of an external consultant to draft and finalise Caritas Europa's Handbook on how to develop institutional advocacy in Caritas organisations:**

### **Background information on Caritas Europa**

Caritas Europa is a network of 49 organisations in 46 European countries. It is one of the seven regions of Caritas Internationalis. Our vision is of a civilisation of love and justice where every human person can flourish and live in peace and dignity as part of one human family. Caritas Europa has a heartfelt commitment to analyse and fight poverty and social exclusion; and to promote true integral human development, social justice and sustainable social systems in Europe and throughout the world. Caritas Europa advocates for, and with, people in need in order to transform society into a more just and inclusive civilisation. Caritas Europa recognises the need for mutual learning and innovation in all we do. Caritas Europa is active in the fields of advocacy, humanitarian aid and institutional development. More information on us can be found here: [www.caritas.eu](http://www.caritas.eu).

**Caritas Europa is issuing this Call for Tenders with a view to selecting an external consultant to perform the duties described in the Terms of Reference below.**

Should any problems of interpretation arise in the course of drawing up the Tender documents, interested parties may submit via e-mail (see the address under point 5 of the Terms of Reference) a request for further information, no later than five (5) calendar days before the deadline for the receipt of Tenders.

There is no commitment on the part of Caritas Europa to accept any Tender or part thereof that is received in response to the Call for Tenders. Caritas Europa reserves the right to accept Tenders with non-substantial defects and to reject Tenders received after the deadline for receipt of Tenders, without indemnity or justification.

Caritas Europa reserves the right to modify or cancel all or part of the Call for Tenders, should the need arise, without having to justify its actions and without such action conferring any right to compensation on applicants. Caritas Europa reserves the right to extend the deadline for receipt of the Tenders. In that case, all the applicants and applications will be subject to this new deadline. Tenders are not paid. No reimbursement of expenses related to the preparation of any Tender will be made by Caritas Europa.

The Call for Tenders and any further information communicated to the applicant or which come to his knowledge in the course of the Call for Tenders and the performance of the work are confidential and are strictly dedicated to the purpose of the Call for Tenders.

**The deadline for the receipt of tenders is the 1<sup>st</sup> of March 2020, 23:59 CET.**

**Caritas Europa can accept only offers not exceeding a maximum ceiling of EUR 4,000 (four thousand euros) including VAT.**

## TERMS OF REFERENCE

**Project: CARES II – Project financed by EC DG EMPL under EASI Programme**

Framework Partnership Agreement Reference number: VS/2017/0479

**• Draft and finalise Caritas Europa Handbook on how to develop institutional advocacy in Caritas organisations.**

### 1. Introduction

Caritas Europa (CE) aims to produce a pedagogical Handbook (max 20/25 pages in Microsoft Word) on how Caritas member organisations are to achieve successes with Institutional Advocacy (IA) based on the analyses of CE Member Organisations (CE MO)'s experiences, best practices collected over the last three years, and on research on necessary steps for the professional functioning of an NGO.

According to Caritas Europa, Institutional Advocacy is the effort of a Caritas member organisation to establish a structured relationship with its national government in order to strengthen the organisation's own sustainability.

Caritas can establish such relationships by:

- being involved with governments as reliable interlocutors in dialogue concerning legislative, financial and political contexts;
- being recognised by governments as reliable social service providers, and/or;
- being recognised as competent advocates of the poor, able to propose solutions to address the injustices and disempowerment of the very people Caritas organisations serve.

A [research on Institutional Advocacy](#) that was conducted in 2018 will be the basis for the Handbook as will additional inputs and recommendations that CE MOs have provided over the course of two study visits, conducted in 2019 and compiled in an extended table of contents (Annex 1).

As a capacity development tool for Caritas directors and managers, the Handbook will contain recommendations and necessary steps for MOs to strengthen relationships with their national governments.

While the main content of the Handbook as well as promising practices will be provided to the consultant by both the CE Secretariat and the CE Institutional Advocacy Action Group<sup>1</sup>, the main task required of the consultant is the finalisation of the (max. 20/25 page in Microsoft Word) Handbook into a reader-friendly pedagogical guide for CE MOs to apply towards achieving the identified institutional advocacy steps. This may require the systematisation of content already available and an analytical approach to compile expansive data into an easy and condensed "how to" format. The following recently published Handbooks on [Social Economy](#) and [Grassroots Participation](#) can be considered as an example.

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<sup>1</sup> The Institutional Advocacy Action Group (IA AG) is part of Caritas Europa working structure, composed of experts from CE member organisations from the following countries: Bosnia and Herzegovina, Italy, Malta and Ukraine. Caritas Greece and Caritas Moldova recently joined the AG as observers. The IA AG is linked to Caritas Europa's Strategic Goal I.3: National governments establish stronger partnerships with Caritas organisations in Europe. The members of the group meet regularly and make proposals based on the realities from ground in the member's countries and in Europe.

## 2. Deliverables and timing

### Deliverables:

Complete the final version of the Institutional Advocacy handbook (in English)

Proof-reading of the Handbook (in English)

### The Consultant will perform the services specified below:

- Systematise and complete when needed the contributions collected by Caritas Europa Secretariat from CE member organisations involved in the writing of the Institutional Advocacy handbook.
- Draft the final version of the Institutional Advocacy Handbook taking into consideration the input from Caritas member organisations.
- Ensure the right balance between chapters and ensure coherence and consistent style to the overall Institutional Advocacy Handbook, aligning the language and style to previous CE Handbooks.
- Adapt the Handbook if requests and amendments are proposed by CE-Secretariat contacts.
- Ensure final clean proofread English version of the Handbook with references properly sourced in line with CE's style guide.
- Participate to the CE Institutional Advocacy Action Group (IA AG) meeting, which will be held in Brussels on 17-18 March, 2020 (from 9:00 to 17:00). Travel and accommodation costs for the physical participation of the consultant to the IA AG meeting will be covered by Caritas Europa according to Caritas Europa's travel policy and only if it is previously approved by Caritas Europa. Other meetings with the relevant CE staff contact(s) will be agreed according to need and with respect to review phases and final approval processes. The consultant can join the meeting(s) also via conference call."

**The intellectual property of the final and intermediate deliverables will belong to Caritas Europa, according to the phases in production and payment that will be agreed with the service provider.**

### The consultant will NOT be responsible for the following tasks:

- Layout and printing of the handbook
- Dissemination of the handbook

**The consultant is expected to closely cooperate with Caritas Europa staff and present examples of the work in progress for feedback/approval on a regular basis and to make the modifications requested by Caritas Europa staff.**

### Timing:

Deliverables listed above are to be submitted to Caritas Europa as follows:

- First draft of the Handbook is expected by **April 20, 2020**. Work is expected to start on **March 16, 2020**;
- The final and proof-read version of the Handbook is to be sent in word format by **June 22, 2020** via e-mail to [afantasia@caritas.eu](mailto:afantasia@caritas.eu) and [spfohman@caritas.eu](mailto:spfohman@caritas.eu)

### 3. Required profile

The service provider will have:

- Solid and evidence-based experience in drafting publications and/or in pedagogical/capacity building tools;
- Native English speaker proficiency or demonstrated excellent English writing and communication skills;
- Ability to work under pressure and adhere to tight deadlines;
- Previous experience with Caritas network or with other NGOs is preferable.

### 4. Tenders

**The contract will be signed for tasks carried out in 2020.**

To be considered, please send us:

- Draft work plan reflecting the above elements, including a timeline;
- Financial offer;
- A justification of how your experience and profile match the above requirements;
- Examples of previous, relevant assignments.

**Any add-ons proposed that represent added value to these Terms of Reference will be considered as such.**

**Caritas Europa can accept only offers not exceeding a ceiling of EUR 4,000 (four thousand euros including VAT).** This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

### 5. Tender process

Tenders, including the above items, are to be submitted by e-mail to Caritas Europa by the deadline of **Sunday, 1st of March 2020, 23:59 CET at 23:59 CET** to Shannon Pfohman, Policy and Advocacy Director: [SPfohman@caritas.eu](mailto:SPfohman@caritas.eu) and Maria Nyman, Secretary General: [secretary-general@caritas.eu](mailto:secretary-general@caritas.eu).

Tenders shall be drafted entirely in English.

Please add in the subject line: "Institutional Advocacy Handbook Tender Application".

### 6. Selection Process

Caritas Europa will ponder the quality of the different elements of the received tenders, including the proposed fee, and decide on the most suitable candidate.



This Handbook has received financial support from the European Union Programme for Employment and Social Innovation "EaSI" (2014-2020). For further information please consult: <http://ec.europa.eu/social/easi>

## ANNEX 1

### INSTITUTIONAL ADVOCACY HANDBOOK

*How-to-do guide to strengthen relationships with public authorities*

DRAFT EXTENDED TABLE OF CONTENTS:

*(length and format should be similar to Fundamentals of Caritas Europa publications, please see: [Social economy Handbook](#), [Grassroots participation Handbook](#) as reference)*

**Please understand that this is a possible structure but the expertise of the consultant should help guide and steer what info is needed and what can be reduced.**

*Preface*

*What to find in this handbook?*

#### **PART 1: UNDERSTANDING INSTITUTIONAL ADVOCACY (based on [Institutional Advocacy Study](#))**

- Introduction: what is meant by Institutional Advocacy from the perspective of Caritas Europa

##### **1.1 What is Institutional Advocacy?**

- The three dimensions of Institutional Advocacy
- Distinction between Advocacy and Institutional Advocacy
- Interconnection of Institutional Advocacy and Advocacy

##### **1.2 Why Caritas works on Institutional Advocacy**

- The advocacy paradox
- IA is as important as social services provided to the people in need
- Key words: Organisational sustainability - Strengthening the network (internally and externally) – Public authorities responsible for social services (ownership and involvement of public authorities in Caritas actions). Funding and investment for quality services provision and professional advocacy.

#### **PART 2: DOING INSTITUTIONAL ADVOCACY: Steps for Institutional advocacy**

Introduction – There is no “one size fits all” Institutional Advocacy and Building relationships with government officials takes time, effort and resource (see 6.1 pg. 54 study)

##### **2.1 On Strategy and Planning:**

###### 2.1.1 Developing experience and a recognised expertise on a specific topic

What it is needed:

- a) Strategy for structural changes and for the sustainability of the organisation

- b) Involvement of the leadership in Caritas and in the church
- c) Build on the experience already developed to be replicated/scaled up in other topics/services
- d) Rely on CE network to develop a vision and a long-term process, to get support in out of the box thinking, expertise and funds for pilot projects (or an initial phase of a program or a strategy) as well as bringing innovation in the projects and services provided.
- e) Choose to focus on a specific sector where Caritas can work on the ground and do advocacy strategically, consistently and with a long-term perspective
- f) Conduct authentic research and analysis. Bring forward policy recommendations based on research and analyses findings.

#### 2.1.2 Improve interconnection/communication between national and diocesan/parish Caritas

What it is needed:

- a. Involve local offices in institutional advocacy work, use experiences/practices at grassroots level to feed national strategies.
- b. Promote localization/subsidiarity (more support and finding tools to local organisations to making services as local as possible and as national/international as necessary)
- c. Constantly exchange information between diocesan/parish and national Caritas
- d. Facilitate and promote the cooperation with local authorities, which could lead to improve their ownership and taking over responsibilities or finance projects carried out by diocesan/parish Caritas.
- e. Involve bishops and other prominent church figures / benefit of their connection and credibility/visibility at local level to get more public authorities' engagement when appropriate.

#### 2.1.3 Involve People experiencing poverty in all processes

What it is needed:

- a. Promote Parish Social Ministry – community development with involvement of religious people and volunteers – PSM manual – CE grassroots participation handbook
- b. To be developed.

#### 2.1.4 Implementing the Institutional Advocacy strategy

What it is needed:

- a. Ensure that Institutional Advocacy is clearly defined as an integral part of the mission of the organisation in its overall strategic plan. Preferably, define this in further detail in a separate strategy
- b. The engagement in Institutional Advocacy should be focused on those topics where Caritas has valuable expertise and long experience
- c. Plan how to take advantage of particular political moments (e.g. elections) to push Caritas' own agenda forward.
- d. Ensure human, technical and financial resources to Institutional advocacy by:
  - Secure a person dedicated time and resources to IA and properly identify his/her function by committing adequate, longer-term uninterrupted funding to the positions – delegate him/her to build up strong relationships with government representatives – and invest in further development of their skills and know-

how. Avoid overloading IA personnel with additional missions/responsibilities. Benefitting of his/her skills as much as possible exclusively for institutional advocacy related work, including research

- Consistently/systematically monitor funding opportunities, tax regulations, European funds/programmes, etc., in order to influence and to have access to public funds. Involve local authorities in co-financing proposals for EU funding
- Include Institutional Advocacy and advocacy in general as fully integrated elements (i.e. a % of project management dedicated to IA) in project proposals for social services submitted to potential institutional donors for funding

## **2.2 On Networking, cooperation and alliance building**

### 2.2.1 Find allies and know your stakeholders:

Seek to work together – especially in the case of major, complex and protracted reforms – in alliance with others, like civil society organisations, with social partners like trade unions and business associations, with academics, think-tanks and other stakeholders. This will not only strengthen the collective voice of that partnership or alliance, but it will also allow each partner or ally to bring into the network their own very specific expertise, experience, data, analysis, concerns and proposals. Alliances increase the chance to influence public authorities and policy makers.

What it is needed

- a) Know your stakeholders (*the exercise in the [Social economy Handbook](#) page 31 can be used*) and have a clear idea (a map) of who can be an ally or in opposition
- b) Know the role that Caritas can play in such partnerships
- c) Know what the Church and other catholic organisations are doing in the country (congregations, other NGOs) and cooperation in network with other catholic organisations on specific topics (for advocacy purposes, service provisions coordination, joint projects, gaining advisory bodies, etc.).

### 2.2.2 Create and/or promote and/or strengthen services users' associations

What it is needed:

- a) Work on the capacity development of users' associations (i.e. associations with people with mental disabilities). If well-developed they can be a very important partners on the ground and on advocacy. The partnerships with these association can better legitimise Caritas as a key actor on a specific sector.
- b) Well-developed users' associations are also very important for needs-assessments and evaluations of services and projects; this will help Caritas to deliver better services and being more effective in finding the right solutions to particular needs.

## **2.3 On Public Authorities' Ownership and Involvement**

### 2.3.1 Build the relationship and choose a right moment to propose public authorities to cooperate

What it is needed:

- a) Develop a power mapping and knowing the relevant policy stakeholders
- b) Better create relationships in Ministries and local authorities at expert level rather than political level. Experts usually don't change if government changes.

- c) Do not wait to propose cooperation only when there is a lack of funding for Caritas projects and services
- d) Better to propose cooperation when Caritas doesn't need financial support. I.e. better when Caritas manages big funds (like an EU funded project), so also public authorities can have an immediate return, can see how Caritas manages funds and can be more available to finance Caritas in the future
- e) Use bishops and church authorities as door openers. Make "profit" of their relationships with policy makers and of their credibility. They can make the connection and then Caritas can step in with its management and experts.
- f) Involve more diocesan Caritas / communities in Caritas projects at national level with the aim of increasing the sense of belonging to a wider network
- g) Inform and involve the national and local authorities in Caritas activities and programmes even if not funded by the state. Also European authorities can be informed and involved via Caritas Europa or the local EU Delegation/Representation.
- h) Invite to conferences, meetings, study visits
- i) Inform them via projects reports, impact reports, bilateral regular meetings

### 2.3.2 Demonstrate and inform public authorities about the impact of Caritas and its projects/services

What it is needed:

- a) Show the contribution of Caritas activities and programmes in the implementation of State as well as EU strategies and action plans (this applies also for non-EU countries, considering the importance of EU neighbourhood policies and partnerships in all European non-EU countries). Show also contribution to other relevant international organisation such as: Council of Europe, OSCE, UN agencies, etc. and relevant EU and global agendas (such as European Pillar of Social Rights or the SDGs)
- b) For EU MS Inform public authorities about your project funded by: Structural Funds – ESF+, FEAD etc.
- c) For Non-EU MS Use EU delegation/representatives and EU funds as a leverage to create relationships with state authorities.

### 2.3.3 Make Caritas necessary for governments

What it is needed:

- a) Quality social and health services provided by Caritas as well as effective solution-oriented projects could help to have public authorities being more engaged and acquire the ownership of a particular service or project.
- b) The expertise of Caritas in i.e. delivering a particular service can be considered so much unreplaceable and very valuable to being funded by the state.
- c) Be aware of not substitute the State in financing services.

## **2.4 On External Communication and Visibility**

### 2.4.1 Improve visibility of Caritas to a wider public and gain recognition as a key actor

What it is needed:

- a) Communicate concrete achievements
- b) Produce annual reports and/or social impact reports

- c) Produce publication and other resources that can be used as visibility tool for IA
- d) Communicate Caritas as member of Caritas Europa and Caritas Internationalis network