

# CEN-CENELEC GUIDE 27

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**CEN and CENELEC involvement  
in Technical Assistance (TA)  
projects**

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## **Foreword**

CEN and CENELEC members:

- acknowledge the high importance of Technical Assistance (TA) projects for ensuring the promotion and visibility of the European Quality Infrastructure model to third countries and regions, and for thus contributing to the implementation of the CEN and CENELEC strategies;
- understand that the involvement of CEN and CENELEC in TA projects complements and reinforces the international cooperation activities undertaken by the members, while offering an additional layer, the European dimension, to them;
- affirm that the management of TA projects at the European level supports the visibility of the European standardization system; and
- recognize that participation in TA projects leads to an increased pool of knowledge, information and easy access to the beneficiaries' networks for all CEN and CENELEC members.

At the same time, CEN and CENELEC members:

- note the recent changes of project scopes for TA projects, which increasingly include other components than Quality Infrastructure (mostly relating to trade barriers);
- view with concern that the above change resulted in increased competition from consultancy companies with little connection to the standardization system apart from an expert pool; and
- are aware of the many challenges facing members that stem from demographic changes, the financial crisis, etc. that can be addressed through the pooling of resources across the membership.

Therefore, CEN and CENELEC members agree to approach TA activities as follows.

## 1 Objectives

The main objectives for this procedure are:

- to clarify the frame and rationale for CEN and CENELEC<sup>1)</sup> involvement in TA projects;
- to correctly reflect the current practice of bidding (including the different possibilities, scenarios and possible conflicts);
- to enhance effective and efficient cooperation between the members, and between CCMC and the CEN and CENELEC members, especially when together the chances for winning are bigger and the resulting bidding outcome is more beneficial for the CEN and CENELEC communities;
- to describe the roles and responsibilities for the CEN and CENELEC members and for CCMC before, during and after bidding for certain projects;
- to introduce a process for collecting and promoting ideas for new projects in the field of Quality Infrastructure to funding agencies including the European Commission;
- to establish a working conflict-resolution method; and
- to ensure transparency.

## 2 TA projects with specific relevance for CEN and CENELEC

Considering the points laid down in the Foreword of this procedure, it is apparent that CEN and CENELEC have to remain involved in TA activities. At the same time, the scope of these TA activities needs to adhere to the following criteria:

- clear element on Quality Infrastructure (especially standardization), in which CEN and CENELEC have broad experience, knowledge and network;
- regional dimension, where CEN and CENELEC can bring an added value compared to the members; and
- strategic relevance of the project, which transcends the above two criteria.

## 3 Information flow

CCMC will inform the members once a new opportunity for collective bidding arises. At the same time, if members have information on upcoming interesting projects that fall under the scope identified in Clause 2, they notify CCMC and propose a way forward. To facilitate easy dialogue, the Technical Assistance Platform (TAP)<sup>2)</sup> and any of its communication channels should be used for such correspondence.

## 4 Decision-making and conflict-resolution process

According to Clause 3, CEN and CENELEC members and CCMC can propose TA projects for collective participation. Keeping in mind that CCMC's main goal with regard to TA activities is not to make a profit but to help the members to secure projects, CCMC should not take a decision on participating in a project without

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1) CEN and CENELEC signify the Associations (legal entities), as the collection of members. When CEN and CENELEC involvement is referred to, CCMC executes the actions deriving from the related activities.

2) Terms of Reference of the TAP are available in Annex A.

clear support from the members. For this reason, decision on participation should be based on sufficient support from the CEN and CENELEC membership, following the below criteria:

- there is a consensus among the CEN and CENELEC members to support<sup>3)</sup> the project to be undertaken by CEN and/or CENELEC, with no member having veto power;
- at least one CEN or CENELEC member offers to actively participate in the bidding process<sup>4)</sup> and to propose long-term/key experts; and
- at least three CEN or CENELEC members commit to send short-term experts<sup>5)</sup> for the execution of the project.

To enhance effective and efficient cooperation and to maximize the benefits for the CEN and CENELEC communities, any upcoming project that meets the criteria of Clause 2, shall be discussed in the TAP. In case of disagreement, consensus should be sought within the TAP. When no consensus can be reached, the Chair of the TAP will decide whether the question should be escalated to the Presidential Committee (PC) or not. To ensure rapid response, in cases when the PC is requested to provide an opinion, it will indicate to the TAP its support or opposition about bidding for that particular project as CEN and/or CENELEC.

As decisions are sometimes needed in a short period of time, all communication means shall be exploited, for example, but not restricted to e-mail correspondence, discussion in LinkedIn group, document exchange on Livelink electronic platform, phone/web conference or any other deemed most appropriate. Response deadlines indicated in the initial call for reactions should be respected.

## 5 Composition of consortia (cooperation with the members)

### *Bidding as CEN and/or CENELEC*

Once it is agreed that CEN and/or CENELEC should bid for a specific project, attention should be given to ensuring the most appropriate consortia to maximize the winning probabilities. To guarantee transparency and equal access to all information, it is essential that no member participates in a consortium at the same level as CEN and CENELEC. Furthermore, to cover all required professional capacities for a project, the TAP should discuss the most appropriate partners to be involved in the consortium and assess which partner provides which capacity. Members should signal their type of commitment to the project (defined in Clause 4) during the discussion phase, understanding the implications as laid down in Clause 6 below.

### *Members bidding in competition with CEN and CENELEC*

A member may decide to bid for a TA project in competition with CEN and/or CENELEC.

### *Members bidding jointly*

It is also possible, that during the discussions it becomes clear that the criteria under Clause 4 are not met for agreeing on common bidding under CEN and CENELEC, in which case some interested members might agree to bid together, but without the involvement of CEN and/or CENELEC.

## 6 Participation and preparation (roles, responsibilities)

Deadlines are usually very short, and to ensure efficient discussions, action and timely submission of required documentation, the following should be observed.

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3) i.e. supporting members.

4) i.e. active members.

5) i.e. committed members.

*For bidding as CEN and/or CENELEC*

- Members should give advance warning as early as possible when they become aware of a project fitting the criteria under Clause 2.
- All members supporting the CEN and CENELEC bid (i.e. supporting members according to Clause 4) should propose reliable partners, provide linguistic support and business intelligence, if needed during the bidding process.
- All members who signalled active participation during the discussion phase (i.e. active members as detailed in Clause 4) should propose long-term/key experts, short-term experts (during the implementation phase) and contribute to the drafting of the technical proposal.
- All members who committed to provide short-term experts (i.e. committed members according to Clause 4) should propose short-term experts during the implementation phase of the project and in some cases names and profiles of potential short-term experts during the preparation of the bid.
- All members contributing to the bidding process should benefit from the project in the implementation phase.
- CCMC undertakes the coordination and negotiation tasks among the members and with potential partners in a consortium.

*For members bidding in competition with CEN and CENELEC*

- Members should notify other members through the TAP if they intend to bid separately for projects that fit the criteria under Clause 2.
- Members bidding separately from CEN and CENELEC will be excluded from the implementation of the project in the case that the consortium including CEN and CENELEC wins it; also, the documents detailed in Clause 9 below will not be available to them.
- Therefore, if such a situation arises, CCMC is in charge of creating a new platform for discussion and document exchange for this specific project, excluding the member(s) in competing consortium(tia).

## **7 Process for seeking new projects**

CCMC and CEN and CENELEC members should share information about developments in TA activities with a view to consider what additional opportunities would further enhance the visibility of the European Standardization System around the world.

To increase the chances for participation in TA projects of the full CEN and CENELEC membership, CCMC should take forward ideas from the members and focus their activities on identifying opportunities for direct grants and contracts with the EC and other funding organizations for projects relating to Quality Infrastructure.

## **8 Implementation**

During the implementation of the TA project, CCMC is in charge of ensuring appropriate information flow to all members participating in the project according to Clause 9 below. Throughout the implementation phase, members aim to reach friendly solutions in case of competing interests, and CCMC aims at providing a fair share of the available budget in line with the level of commitment of each member. CCMC is also responsible for distributing in a timely manner calls for experts and coordinating the selection of the experts according to the terms of reference of the activity and the below criteria:

- in case two or more experts score identically in the selection, the expert proposed by an active member (as defined in Clause 4) enjoys precedence;
- in case two or more experts score identically, but none of them was proposed by an active member, the expert proposed by the committed member (as defined in Clause 4) enjoys precedence;
- in case two or more experts score identically, and both were proposed by members with the same level of commitment (as defined in Clause 4), the expert proposed by the member having contracted so far the lowest share of the available budget enjoys precedence; and
- in any other case an amicable solution should be sought between the concerned members.

### **9 Transparency**

Throughout the preparation, bidding and execution of TA projects, the following information will be shared by CCMC with the membership, making use of the most appropriate channels:

- state of discussions on forming consortia;
- selection criteria for proposed experts and final selection;
- work plans;
- activity reports;
- reports to the EC (or other funding institution);
- newsletters, etc. (i.e. other documentation from the project);
- contact lists established with counterparts (i.e. in beneficiary country).

### **10 Follow-up**

All members together with CCMC are in charge of maintaining and nurturing contacts made during the project. The objective of this is to initiate or identify possibilities that can lead to potential new projects for CEN and CENELEC or their members.

## Annex A

### Terms of Reference for the CEN-CENELEC Technical Assistance (TA) Platform

#### A.1 Role and definition<sup>6)</sup>

The CEN-CENELEC Technical Assistance (TA) Platform reports to the Presidential Committee and produces regular reporting to the CEN CACC POL and the CENELEC WG POL.

The scope of the TA Platform is limited to Technical Assistance. This encompasses the discussion on experiences from TA projects, the monitoring and sharing of possible opportunities and the decision on the formations for bidding for TA projects.

It is understood that a close cooperation is necessary with other personnel of CEN and CENELEC members involved in international cooperation activities, as information and expertise that is essential for successful international cooperation activities can be obtained by participating in technical assistance projects, whereas international cooperation activities can lead to requests from the beneficiaries for technical assistance activities.

#### A.2 Responsibilities

The CEN-CENELEC Technical Assistance (TA) Platform is a joint group composed of the experts of the CEN and CENELEC members who are involved in technical assistance activities, as listed below under "Composition".

The objective of the Platform will be to provide a stage:

- to facilitate the exchange of information between the members and between CCMC and the members;
- to foster dialogue on specific topics;
- to exchange best practices;
- to identify areas where joint cooperation is needed or would be beneficial;
- to share requests for bids under CEN and/or CENELEC umbrella;
- to discuss how CCMC can best support the objectives of the members; and
- to develop and set up a lobbying strategy and relevant tools towards public authorities and other institutions with possible funding power.

#### A.3 Working Method

The TA Platform shall meet physically as required; while full electronic working facilities in terms of an e-mail list and/or Livelink platform shall be provided. The list and the platform are to be managed and kept up-to-date by the Secretariat.

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<sup>6)</sup> It is understood that the need for the extension of the scope might arise in view of the exchanges within the group and in line with the new CEN and CENELEC strategy 2020.

The TA Platform may provide practical and operational input to the policy groups of CEN and CENELEC to support international cooperation discussions and the establishment of the CEN/CENELEC positions at the ESO ERC.

The TA Platform will discuss upcoming technical assistance projects. In case of disagreement, consensus should be sought within the TAP. When no consensus can be reached, the Chair of the TAP will decide whether the question should be escalated to the PC or not. To ensure rapid response, in cases when the PC is requested to provide an opinion, it will indicate to the TAP its support or opposition about bidding for that particular project as CEN and/or CENELEC.

### A.4 Composition

<u>Chairman:</u>	VP Policy of CEN and CENELEC, rotating annually
<u>Members:</u>	representatives from the CEN and CENELEC members (updatable list in the annex)
<u>Secretariat :</u>	CEN – CENELEC Management Centre (International Cooperation Unit Manager)

On items where the Chairman wishes to actively support a position, the Chairman should ask somebody else to chair the meeting for that agenda point.

Other representatives of CEN-CENELEC members and relevant stakeholders may be invited as required by agreement of the Group, to partake in the TA Platform meetings on an ad hoc basis and as the need arises.

### A.5 Appointments

#### Vice-President Policy (Chairman)

The Vice-President Policy is proposed by the CEN national members, and appointed by CEN/AG.

The CENELEC Vice-President Policy is proposed by the CENELEC national members and appointed by CENELEC/AG.

#### TA Platform Members:

The TA Platform members are nominated by the CEN and CENELEC members and endorsed by the Presidential Committee.

In order to be eligible, the proposed candidates will meet the following profile criteria:

- The candidate holds a management position in his/her own organization.
- In his/her organization's day-to-day role and responsibilities, the candidate has an adequate and relevant level of decision and influence regarding technical assistance activities.
- The candidate has an adequate level of understanding of and involvement in technical assistance and international cooperation issues, in order to support the discussions of the platform and the operational decisions.
- Through his/her recommendations and decisions, the candidate will act and support the association for the benefit of European interests.

TA Platform members ensure regular attendance of the TA Platform meetings.

The members of the TA Platform shall:

- participate in the meetings of the platform either in person or through web-conferencing facilities;
- provide the interface between their membership and the platform;

- share experiences that can trigger ideas for action;
- define the follow-up actions when necessary;
- raise and contribute to topics that need common consideration by the group.