

Brussels, 5 July 1996

8878/96

LIMITE

ASIM 103

NOTE

from : the Presidency

to : Eurodac Working Party

Subject: EURODAC technical specification
- Continuation of Bossard Consultants' mission

Delegations will find attached the proposal of Bossard Consultants concerning the pursual of the technical study of the EURODAC AFR System for asylum applicants. ⁽¹⁾

⁽¹⁾ This document only exists in English and French.

**European Union Council
General Secretariat**

**PROPOSAL CONCERNING THE PURSUAL OF THE TECHNICAL STUDY
OF THE EURODAC AFR SYSTEM FOR ASYLUM APPLICANTS**

REF. : 96087/JPB/AC

PARIS, MAY 1996

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1. Introduction

- **Bossard Consultants** responded to the request for tenders issued by the Belgian Civil Service Ministry of the Interior on July the 15th 1993 and was selected to carry out the project.

Bossard's mission started in May 1995 and was successfully completed in October 1995, within the planned timetable. A report was subsequently submitted to the European Union Council concerning the pursual of the development of the Eurodac AFR system.

This proposal concerns the extension of the initial project required to complete the technical study (in parallel with the legal study) leading to the setting up of the Eurodac system.

2. Bossard Consultants' offer

- Bossard Consultants has decided to present a proposal for the extension of the study on a stand-alone basis for the following reasons :
 - To enable the costs of Bossard's mission to be reduced (saving co-ordination costs between those involved : information, telecommunications, meetings, travelling expenses).
 - In order to make it easier to meet the deadlines (no time required to co-ordinate those involved : multiplicity of information circulation, meetings, travelling and planning of interviews and work).
 - Bossard Consultants were in direct contact with all the Member States' representatives who already know us.

However, Bossard Consultants could use the two other service providers in the previous mission as sub-contractors if required.

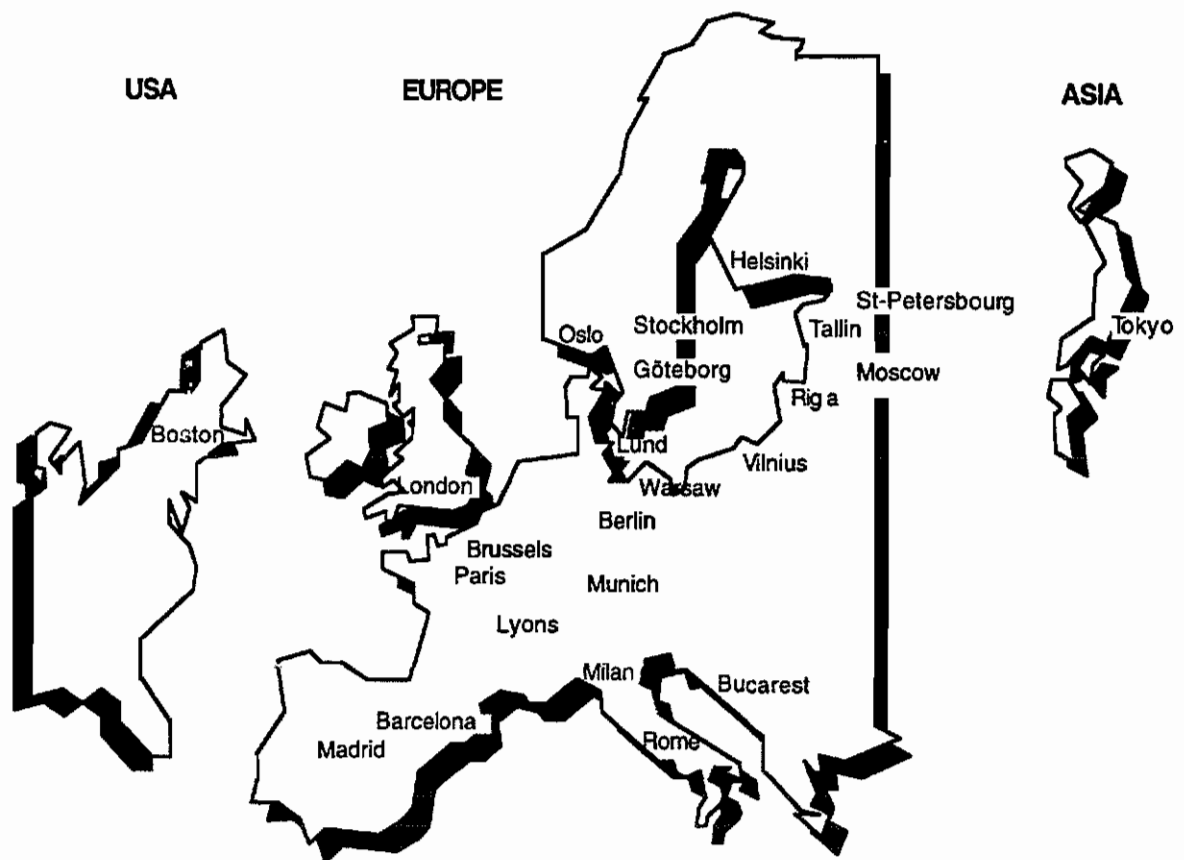
3. Bossard Consultants' qualifications

■ **Bossard Consultants' general qualifications are very varied :**

- Experienced and competent consultants in the automated systems field including recognition systems and networks.
- Many references in the administrations of the Member States in question.
- Knowledge of the workings of European Institutions as shown by our many references with the Commission and the European Parliament.
- Experience of community surveys and projects similar to this one.
- Local offices in the Member States (see the following map).
- Of sufficient size to guarantee the quality and required back-up for the success of the operation.

■ **Qualifications specific to this project :**

- Our knowledge of the project makes us directly operational and enables the second stage to be started immediately.
- We are well known and our professionalism as well as our impartiality is appreciated by the various representatives of the Member States with whom we have worked.
- Our knowledge of the requirements and demands of the Member States as well as our familiarity with the national systems already in place enable considerable savings in time to be made.
- Our working practices with the European Union Council are tried and tested and will ensure the smooth progress of the project.
- Lastly, Bossard Consultants are putting forward the same team, who are very familiar with both the project and those involved.



Extract of Bossard Consultants' relevant references

■ France

Ministry of the Interior

- Study of the improvements gained from the automation of vehicle registration document issue in prefectures.
- Personnel , Training and Social Affairs Department : study of the distribution of employees working in prefectures.
- Liberty and Legal Affairs Department : preliminary study on organisation and information in the orders offices.
- Reorganisation of the Department of Information Technology and Data Transmission.

Ministry of the Interior: National Police Headquarters (DGPN)

- Assistance in the formulation of structuring principles for the DGPN and its interlinking with territorial levels .
- Audit of DGPN structures.
- Police logistics department : preparation of the implementation of a credit globalisation trial for Police departments and definition of the budgetary procedure 91 as part of a generalisation procedure.
- Preliminary project for the organisation (both physical and administrative) of the central Police stores.

Ministry for Foreign Affairs (OFRA)

- Diagnosis and detailed organisational plan for all functions - assistance with implementation of the recommendations .

■ Germany

Berlin City

- Organisation of public transport : design and implementation.
- Organisation of cleaning : strategy.

■ **Belgium**

• ***Government - Royal Secretary's Office for immigration***

- In depth study of the problems and knock-on effects of immigration in Belgium.
- Development of an economic model for immigration.
- Development of an immigration policy.

• ***Ministry of the Interior***

- Audit of the Belgian police force: analysis and recommendations.
- Study of information technology in the police and development of an integrated and computerised national system for the collection and transmission of data for Police services and in particular for Local Police forces.
- National Gendarmerie : setting up of total quality.
- Morphological study of the Police in Member States of the EEC.

■ **The Netherlands**

• ***Ministry of Justice***

- National Police for Youth and Morals.
- General Inspectorate of the National Police - Designing a new strategy.
- Audit of the Drenthe Police force.
- Ijsselland Regional Police Force - Designing a new approach.

■ **Austria**

- *Ministry of the Interior*
 - Overall audit of the Ministry and recommendations for reorganisation.
 - Study of the missions and structures of the Refugees Department.
 - Development of a model for assessing the police and the costs of accommodation and residency of asylum applicants.

■ **Hungary**

- *Ministry of the Interior - National Hungarian Police*
 - Audit and reorganisation, modernisation of the National Police

■ **Switzerland**

- *Federal Department of Justice and Police*
 - Reorganisation of the State Public prosecutors office.
- *Department of Justice and Police of the canton of Geneva*
 - Audit et reorganisation of the Examining Magistrates department.

4. A reminder of the objectives

- Finalising the practical and functional organisation of the Eurodac system :
 - central system,
 - local terminals (national) of the central system.
- Sizing the future Eurodac system, centrally and locally.
- Formulate and estimate investment requirements before issuing the request for tender.
- Draw up and assist in the issuing of a request for tender to suppliers of AFR systems for the future Eurodac system.
- Assist the European Union Council in analysing tenders and in choosing the supplier.
- Tailor the organisation and the technical resources to the chosen supplier and draw up a general schedule for implementation.

5. Context

5.1 Previous mission's working procedure

- All member states were visited to find out their needs and requirements concerning the future system as well as to find out what national systems were already in place.
- A summary report of these needs and requirements was made which was then compared with the four (five) possible options .
- The most suitable option was described and detailed in terms of its operation and technical features.
- Frequent steering committees kept Member States up dated on the progress of the project and enabled them to validate the chosen options.

5.2 Main conclusions and findings

- The Eurodac system is feasible.
- The survey's summary report when compared with the Member States' needs and requirements revealed the best suited structure to be :
 - a common central system,
 - experts allocated to this common central system to give preliminary verification of hits,
 - local systems to which this information is transmitted, local experts who give definitive judgement according to the results provided by the common central system and bilateral exchange,
 - the survey showed that Member States required solutions adapted to their specific needs and not a single model imposed on their existing organisations.

Comment : Bossard designed a modular model that each Member State can be part of as required both for data input and provision of findings. Certain Member States wanted to restrict the number of solutions.

5.3 Since October 1995, the Eurodac project has made good progress :amongst other things a draft convention has been drawn up.

5.4 Terms and conditions for the validity of this proposal

■ **Condition 1**

The whole system will be supplied by one supplier.

Indeed, current suppliers of AFR systems are all incompatible. It is therefore essential to choose one single manufacturer for the Eurodac system in order for it to work consistently throughout.

■ **Condition 2**

The European Union Council will issue one single request for tender for the whole system (no national requests for tender).

The single request for tender is essential in order to :

- obtain one single supplier,
- benefit from competitive prices,
- set up a uniform system,
- enable the whole system to be started up simultaneously.

The non compliance with this condition could jeopardise the whole system and its operation.

■ **Condition 3**

The only decision maker is the Council of the European Union. Bossard only plays a consultative role.

Comment

Particular attention must be given to the link between the Eurodac system and the national systems.

Bossard Consultants' mission involves determining the features of this interface between each Member State and the Eurodac system, in cases where the central system is incompatible with the national system.

Consequently, the specifications sent out to suppliers will include the idea of the interface with the national systems.

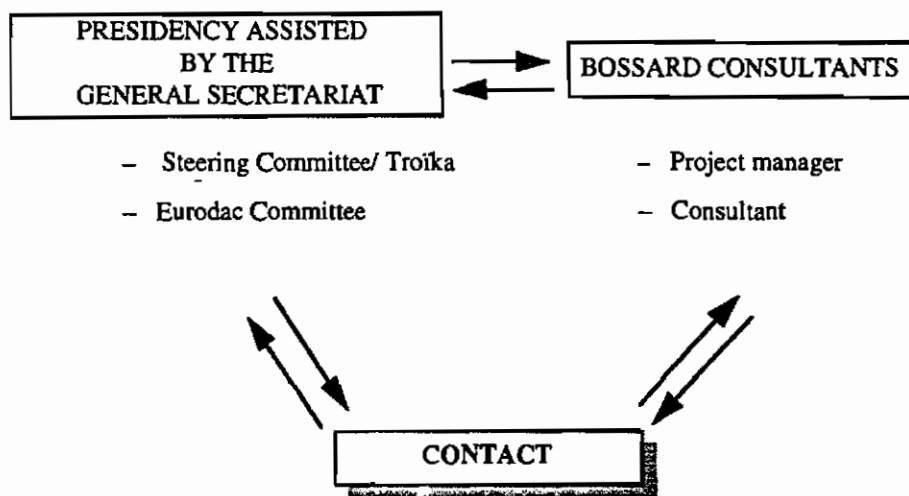
Revision of the system once the supplier has been chosen is even more important in view of the fact that national options may change according to the manufacturer chosen.

6. Factors for the success of the project

- Working closely with the representatives of each Member State.
- Taking account of and assessing the impact of national solutions (current and future) on the common European system.
- Developing simultaneously the legal instrument necessary for the system.
- Taking account of the upgradability of the future system right from the start both in terms of volumes (number of Member States) and features (overall and for each country).
- Favouring the flexibility of the system whilst at the same time as making it as uniform as possible.
- Keeping all the players informed about the project throughout its progress.

7. Project structure

- The project structure recommended for this study is as follows :



We therefore recommend :

- The setting up of a steering committee (Troika) responsible for attending the regular progress up-dates organised outside of Eurodac meetings and for assisting the consultant on specific sticking points .
- A contact (General Secretariat) who will be the contact for Bossard Consultants' Project Manager.

■ **The Bossard Consultants team placed at your service will consist of:**

- A Project Manager

Mr. Jérôme Parisse-Brassens

Responsible for : Quality of findings - Relations with those involved

Meeting of schedule - Summary report

Mr. Jean Vaucher will be involved in providing support as an expert in the field of European institutions.

- An analytical team, specialised in information systems

Mr. Frédéric Biousse

Responsible for : Preparing the study

Interviews - Analysis - Report writing

■ **Decision structure**

The choice of the system and its supplier is entirely left to the Union Council.

Bossard Consultant's role involves the gathering and setting down of all information required to make this choice

Bossard can in no instance assume the role of the Union Council in these terms.

8. Procedure

■ Mission launch meeting.

■ Stage 1

Assistance to Member States in the definition of local solutions for Eurodac

- Writing of a questionnaire.
- Sending of this questionnaire to the 15 Member States.
- Visit of each Member State to decide on the national organisation, the required resources, the information sent and received from the common site.
- The volumes.
- The evolution of the system.
- Report for each country.
- Summary report.

Stage 1 requires Bossard Consultants to work very closely with each Member State.

The questionnaire will be sent to each Member State who will study it and try to answer it as far as possible before the interviews with the consultants.

Particular attention will be paid to the interface between national systems (current or future) and the Eurodac European system.

Hypotheses will be considered in which the Eurodac system is either compatible or incompatible with the national systems' hardware.

Bossard Consultants will provide technical and organisational expertise to each Member State to determine the interface that needs to be set up.

■ Meeting

Report and progress up-date.

■ Stage 2

Sizing of the central site.

- The size of the central site depends on what local operations each Member State will perform.
- Human considerations and resources.
- Organisation.
- Technical resources.

■ Stage 3

Writing of detailed system specification.

- These specifications are expressed in terms of features and performance levels in order that all manufacturers are able to respond without being hindered by a technical detail.
- Estimate of the overall cost of the system :
 - software
 - hardwarecentral
and local

■ Meeting -

Report and progress up-date.

■ **Stage 4**

Writing of specification and issuing of the request for tender.

- Writing of a draft request for tender.
- Finalising of selection procedures.
- Writing of a draft tender analysis grid .
- Answers to manufacturers' questions.

These questions will be sent to the General Secretariat of the European Union Council who will send them on to Bossard Consultants for technical aspects - Bossard's only field of competence.

■ **Stage 5**

Assistance in the analysis of tenders.

Bossard Consultants will draw up a draft tender analysis procedure using comparison with analytical grids and will be at the Eurodac's disposal to provide any additional technical information.

■ **Meeting**

Report and progress up-date.

■ **Stage 6**

Informing suppliers who bid of the European Union Council's choice.

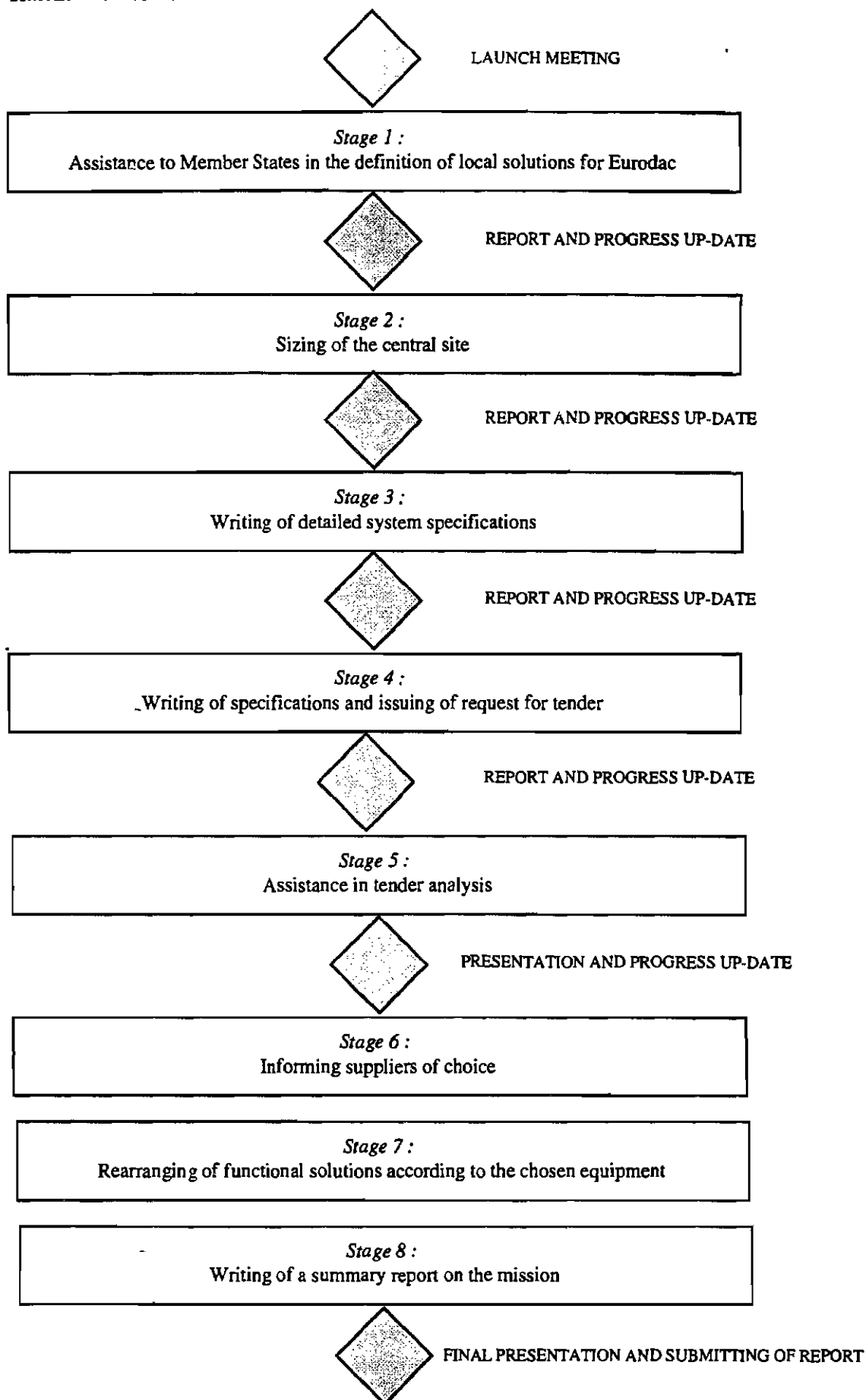
The decision concerning each supplier will be communicated to them accompanied by information on the reasons for this choice (using a summary of the tender analysis grids).

■ **Stage 7**

Rearranging of the functional solutions according to the chosen equipment.

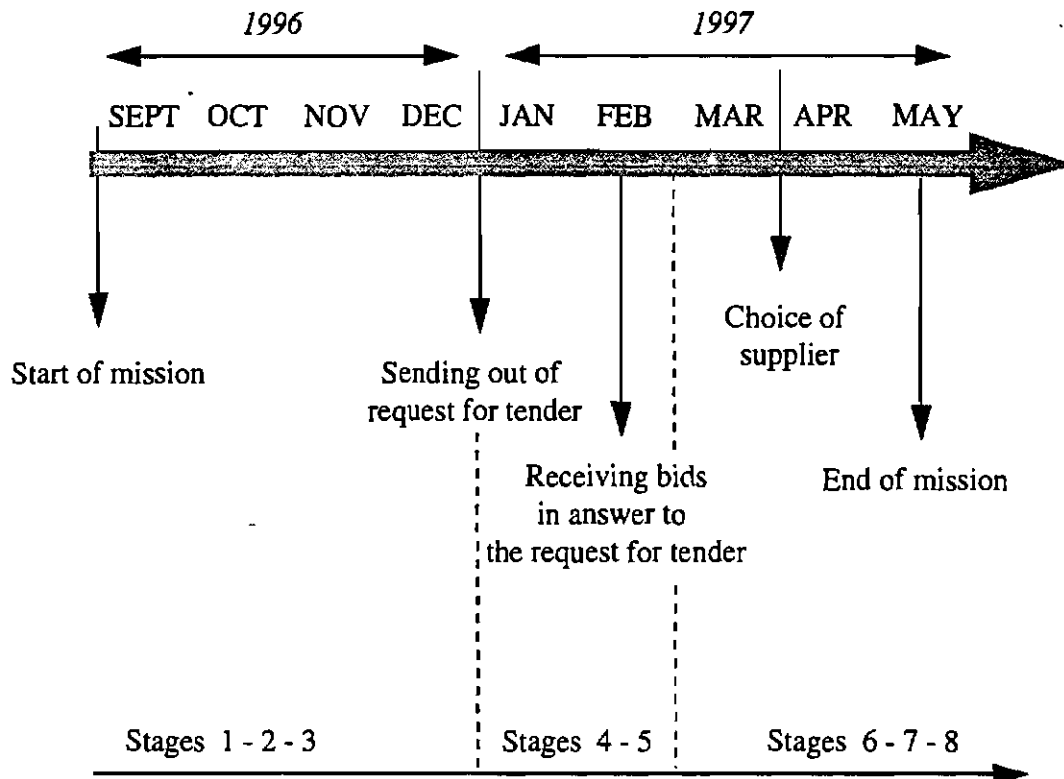
Such rearranging, probably in terms of the central site and the national organisations, is necessary for three main reasons :

- All functions are not available from all suppliers.
- The split and grouping of functions between equipment is not identical.
- Manufacturers very rarely offer equipment that is compatible.



9. Timetable

- The mission could occur over an 8 to 9 month period, or in other words if starting at the beginning of September, the mission would be concluded in April 1997.



10. Findings

■ Findings will be communicated in two ways

- Presentations / discussions :
 - with the steering group
 - with the Eurodac committee
- Reports.

■ Reports and status up-dates of work :

- The regular progress up-dates will be written in English.
- The initial questionnaires and country summary reports (stage 1) will be available in French, English and in every other language of the Union required by the Member States
- The detailed specifications for the system will be available in French and English.
- The request for tender will be written in English.
- The final report will be available in French and English.

11. Budget - Broken down for each stage and type of expense

■ Fees :

STAGE	PROJECT MANAGER	CONSULTANT	TOTAL
Project launch	2	1	3
Stage 1 : • preparation • interviews • summary report Progress up-date	3 24 4 2	2 12 2 1	50
Stage 2 Stage 3 Progress up-date	3 5 2	2 5 1	18
Stage 4 Stage 5 Progress up-date	4 5	4 2	15
Stage 6 Stage 7 Report writing Final up-date	1 20 2 2	2 10 1 1	39
TOTAL	79 DAYS AT 1010 ECUS / D. 79 790 ECUS	46 DAYS AT 786 ECUS / D. 36 156 ECUS	125

Total fees : 115 946 Ecus

■ Expenses :

• Travelling expenses

COUNTRY	TRAVEL (ECUS)	DAYS (TRAVEL+STAY)	STAY (ECUS)
• Germany	442	2	310
• Austria	865	3	465
• Belgium	391	2	310
• Denmark	738	3	465
• Spain	763	2	310
• Finland	1 026	3	465
• France	-	2	-
• Greece	1 160	3	465
• Ireland	788	3	465
• Italy	915	2	310
• Luxembourg	410	2	310
• Netherlands	460	2	310
• Portugal	909	3	465
• United Kingdom	363	2	310
• Sweden	1 019	3	465
PROGRESS UP-DATES (Brussels)	5 474	16	-

Total travelling = 15 263 Ecus.

Total stay = 5 425 Ecus.

■ Expenses (cont.) :

- Printing and translation

DOCUMENT	LANGUAGE	NUMBER	NUMBER OF PAGES	NUMBER OF COPIES	TOTAL PAGE	PAGES TO TRANSLATE
• Progress up-dates	English	6	10	50	500	-
• Questionnaires	English French + ?	1	10	20	200	100
• Country reports	English French + ?	1	10	20	2 500	100
• Detailed specifications	English French	1	50	50	2 500	50
• Request for tender	English	1	70	25	1 750	20
• Draft final report	English French	1	150	50	7 500	75
• Final report	English French	1	150	50	7 500	-
TOTAL	/	/	/	/	20 150	345

i.e. : Printing : 20 150 pages x 0,16 Ecus = 3 200 Ecus

Translation : 345 pages x 31 Ecus = 10 700 Ecus

• Telecommunications = 3 200 Ecus

• Secretarial services = 5 300 Ecus

Total Expenses = 43 088 Ecus

■ General total :

• Fees	115 946 Ecus
• Expenses	43 088 Ecus
Total Excl. tax :	<u>159 034 Ecus</u>

■ Terms and conditions of invoicing and payment :

This sum will be invoiced exonerated from tax in accordance with the special status of European Institutions.

- 30 % on ordering
- 30 % on the sending of the specifications to manufacturers
- Balance : 40 % on acceptance of the final report.

Payment by cheque or bank transfer on receipt of invoice.

■ Applicable law:

This contract shall be governed in accordance with the Belgium legislation, any dispute will be referred to the Belgium Courts.

APPENDIX 1
Consultants' Curriculum-vitae

■ **Main fields of competence :**

- **Logistics :**
 - design and implementation of warehousing,
 - flow management, logistics network optimisation.
- **Distribution :**
 - study and re-working of sales networks,
 - concept development,
 - survey and analysis of customer requirements,
 - manpower management.
- **Information systems :**
 - audit,
 - computing development plans,
 - search for computer packages and study of their suitability, request for tender and setting up, user training.
- **Project management : -**
 - design, implementation,
 - monitoring,
 - co-ordination of working groups.

■ **Main references :**

- | | |
|---|---|
| • <i>Ministère de la Défense</i> | • <i>France Telecom</i> |
| • <i>Ministère du Commerce et de l'Industrie (France, Switzerland, Germany)</i> | • <i>Groupama</i> |
| • <i>Secrétariat Général du Conseil de l'Union Européenne</i> | • <i>SNCF - Grandes Lignes</i> |
| • <i>Ambassade de France au Nicaragua</i> | • <i>Império (Portugal)</i> |
| • <i>Auchan (Spain, Portugal)</i> | • <i>OCP (Italy, Belgium)</i> |
| • <i>Erteco (Carrefour Group)</i> | • <i>La Cooper</i> |
| • <i>Association de Prévoyance Collective</i> | • <i>Cie Européenne d'Accumulateurs</i> |
| | • <i>Kodak Pathé</i> |

■ **Formation** : Institut National Agronomique de Paris-Grignon (AGRO)

■ **DOB** : 26 August 1965

■ **Languages** : English - Spanish - German - Swedish - Portuguese - Japanese

■ **Citizenship** : French

BOSSARD
CONSULTANTS

■ **Main fields of competence :**

- **Computing development plans**
 - definition, writing of specifications , implementation of new management systems, training in their use
 - issuing and monitoring of requests for tender
- **Structure - general organisation**
 - productivity audit, diagnosis of internal procedures
 - re-working of the organisation, function analysis and definition
 - flexibility of in-store working time
- **Distribution logistics and industrial organisation**
 - distribution mapping; customer mirroring
 - reengineering of the internal logistics process (stocking, order intake, order preparation, dispatch, invoicing)

■ **Main references :**

- *Beiersdorf (Nivéa)*
- *Compagnie Française d'Afrique Occidentale (Pinault-Printemps-Redoute Group)*
- *Crédit Lyonnais - Salle des Marchés*
- *Elf Atochem Deutschland (Elf Aquitaine Group)*
- *Erteco (Carrefour Group)*
- *Etam Prêt-à-Porter*
- *Gillette*
- *GMF Vie*
- *ITC (linge de lit)*
- *Kodak Pathé*
- *SNCF - Grandes Lignes*
- *American Express - Cartes*
- *Ambassade de France en Allemagne*
- *Ambassade de France aux Etats-Unis*

■ **Formation** : Engineer from the Ecole Centrale Paris (ECP - Promotion 93)

■ **DOB** : 11 March 1969

■ **Languages** : English, German

■ **Citizenship** : French

APPENDIX 2
Presentation of Bossard Consultants

BOSSARD

1⁴, rue Rouget de Lisle • 92441 Issy-les-Moulineaux Cedex
Tél. : (1) 41 08 40 00 • Fax : (1) 41 08 47 80

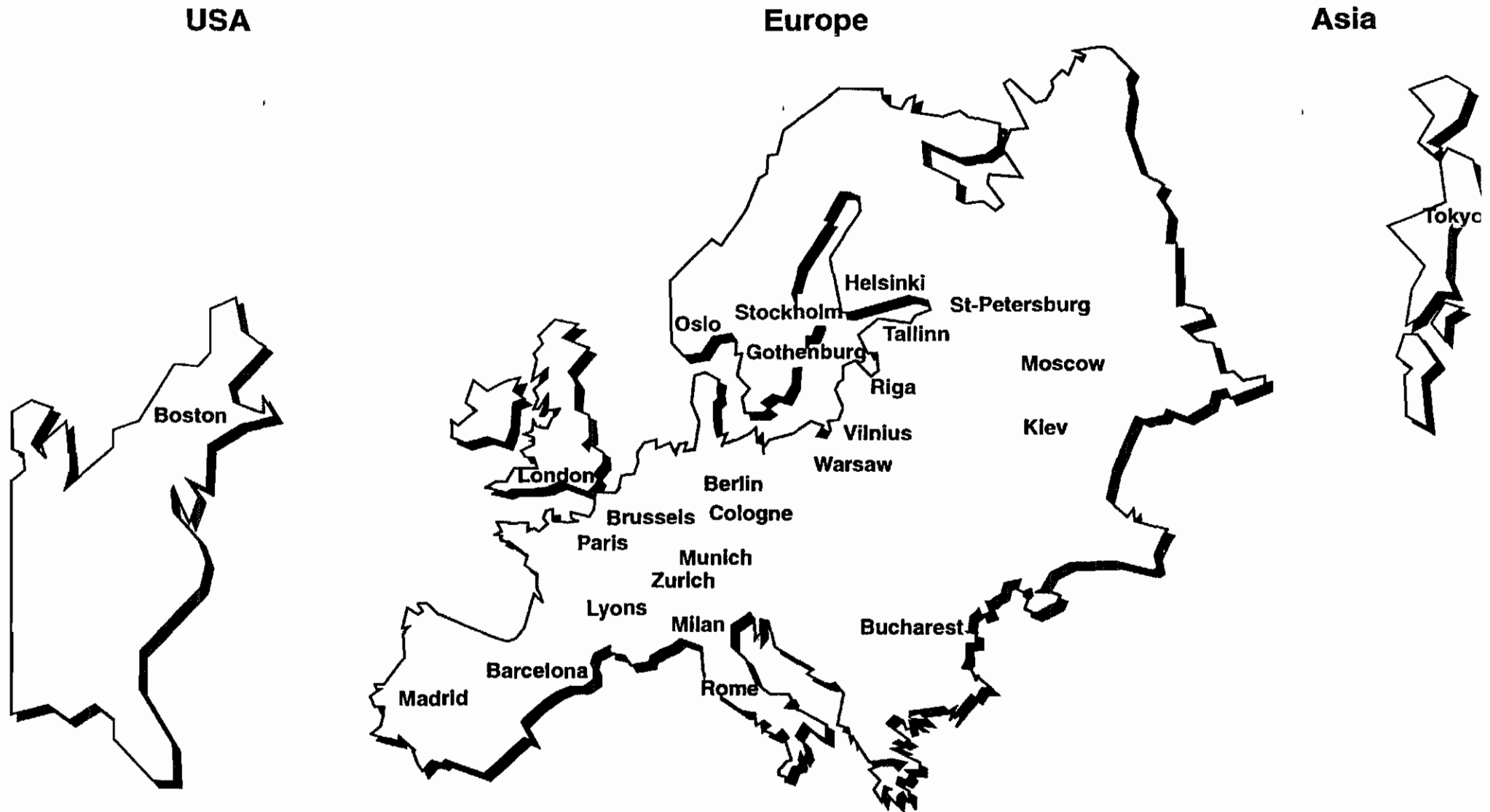
BOSSARD, THE INTERNATIONAL CONSULTING GROUP OF EUROPEAN ORIGIN

778 consultants*

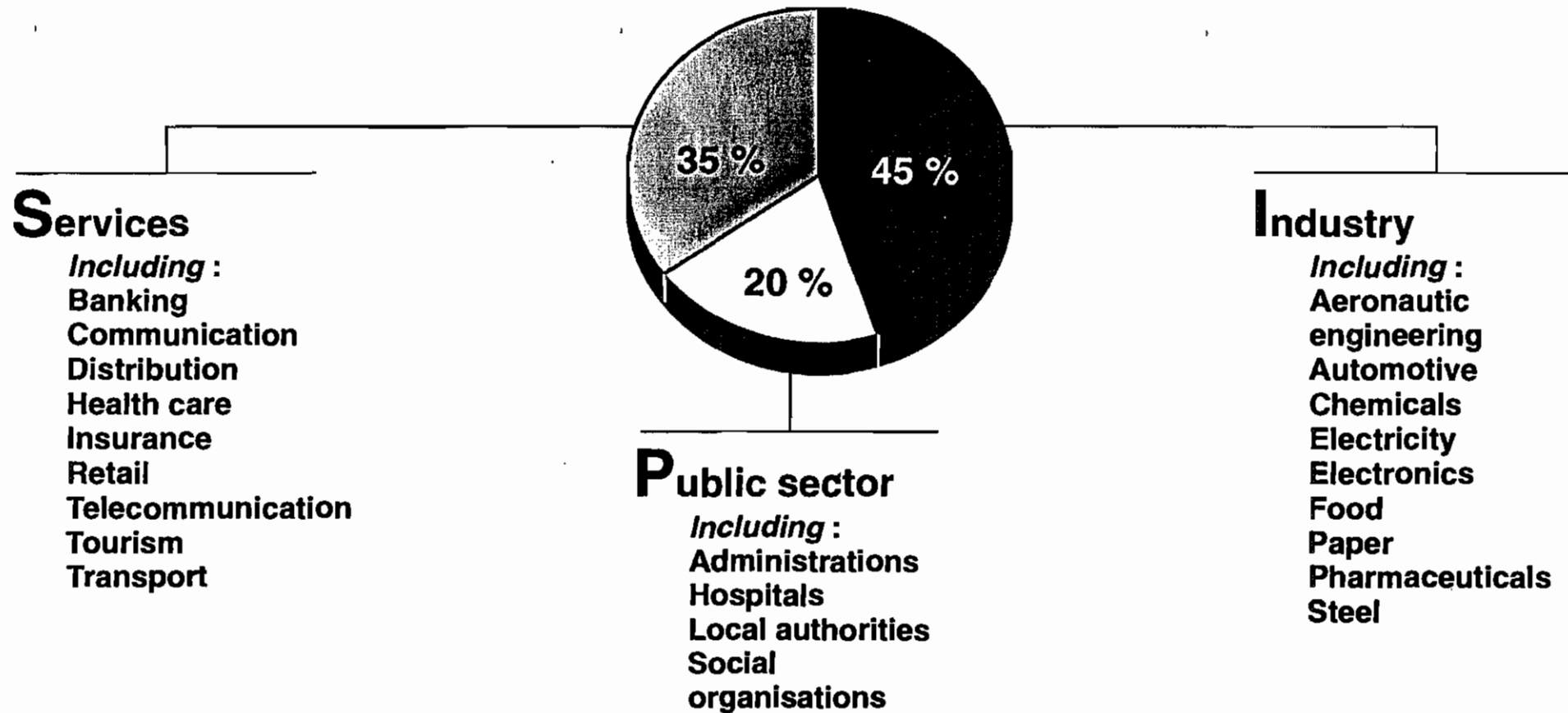
850 MFF turnover*

26 offices in **18** countries

OUR NETWORK : PROFESSIONALS OPERATING IN 19 COUNTRIES



OUR OFFER IS INTERNATIONAL, IN INDUSTRY, SERVICES AND THE PUBLIC SECTOR



KEY CLIENTS

- A.E.G. (Germany)
- Aerospatiale
- Air France
- AGF
- Baltic Beverages (Nordic)
- BVG / BSR / Berlin (Germany)
- CGE
- Crédit du Nord
- CSEE
- Danone
- EC
- EDF/GDF
- France Telecom
- Frankfurt Airport (Germany)
- French Defense Ministry
- French Education Ministry
- French Employment Agency (ANPE / UNEDIC)
- French Post Office
- Hartwall (Nordic)
- KF (Nordic)
- Lausanne Hospital (Switzerland)
- Marks & Spencer (UK)
- Migliarini (Italy)
- Nestlé
- NHS (UK)
- Nord Est
- Phoenix (Germany)
- PMU
- Porsche (Germany)
- Renault
- Rhône Poulenc Rorer
- Roussel Uclaf
- Sagem
- Sampo (Finland)
- St Gobain
- Schneider
- SNCF
- TDF
- Thomson

OUR EXPERTISE : STRATEGY AND CHANGE MANAGEMENT

Strategy

- Benchmarking**
- Corporate and business unit strategy**
- Customer orientation**
- Global business and competitor analysis**
- Market entry strategy**
- Partner search**
- Strategic planning systems**

People management

- Career management**
- Organization of the human resources function**
- People motivation**
- Training**

Organization

- Cost cutting, productivity, lean management**
- Corporate and business management**
- Manufacturing and logistics**
- Marketing, sales efficiency**
- Quality**
- Re-engineering**
- Reporting system**

Information systems

- Cost control**
- IS performance and effectiveness**
- IS project management**
- Organization of the IT function**
- System architecture**