

# LIBER REQUEST FOR PROPOSALS: Consultant For LIBER's New Strategy (2023-2027)

Founded in 1971 and based in The Hague, LIBER is Europe's largest research library network. We help our university, national, and special libraries to support world-class research.

In 2023, LIBER will launch a 5-year (or possibly, 4-year) strategy. The organisation recently went through a very successful period signified by both stabilisation and growth of the LIBER office, a steady number of 'Participants' (member libraries), and increased impact of LIBER events (the annual (online) conference and webinars) as well as guides provided by Working Groups and projects on sector-related topics. For details on the current strategy (2018 – 2022) see this [link](#).

To maintain and build on its success, LIBER wants to develop a strategy that places LIBER Participants (member libraries) at its heart. The new strategy must also take into account the environment in which LIBER operates as a European organisation and potential opportunities for libraries that may arise within the future European and global research landscape.

It is important for the new LIBER Strategy to be transparent and open and to lead to easily measurable and understandable indicators. The best way to achieve such a strategy will be to develop it in an open, systematic, and professional manner, allowing LIBER Participants sufficient time to give feedback on the content and way forward for the organisation.

## Description of the Assignment

LIBER is seeking a professional consulting firm/consultant to develop the LIBER 2023-2026/7 Strategy in close cooperation with a LIBER Strategy Taskforce. The role of the consultant/consultancy would be to plan and execute the strategy development process and produce the final strategy document. The document should be structured with clear priorities and should be attractive in both printable and downloadable format (in coherence with the LIBER house style).

The consultant will both supervise the process and write the strategy. The consultant must know the landscape of research libraries and research/higher education. Also, the consultant should have experience in guiding a strategy process.

The work has a highly practical focus and must result in a concrete draft strategy setting out the main developmental targets for LIBER.

All spoken and written communication in this process will be in English.

The work of the consultant comprises:

1. Guiding the process of developing a new LIBER strategy according to the schedule set out in this document.
2. Making a short benchmarking of the strategy of some other associations/organisations

to create a strategy that is on the one hand coherent with twin organisations, but on the other hand specific and different enough to show where the core activity of LIBER lies. The organisations to be included will be nominated by the Strategy Taskforce (with a maximum of 10).

3. Collecting input from different key actors as mentioned in this document by means of interviews, workshops and/or other meetings.
4. Feeding input from the different stakeholders back to the Strategy Taskforce.
5. Writing the overall strategy document.

The consultant will be supported by both the LIBER Strategy Taskforce and the LIBER Office. The Strategy Taskforce will provide the consultant with substantive input about the current and new strategy and will discuss the results of the various feedback moments with the consultant.

The LIBER Office (Executive Director, Executive Assistant, Communications Manager) will assist the consultant with:

1. Organising meetings and interviews.
2. Taking minutes of meetings and interviews.
3. Communication to the various stakeholders during the process through LIBER's various media channels.
4. The design of the final strategy document that will be written by the consultant.

## Key Actors

The key actors in the developing of the strategy are:

### **1. The LIBER Executive Board**

The Executive Board is responsible for the development of the Strategy and should be involved in scoping and signing off on the final version.

### **2. The LIBER Strategy Taskforce**

Whilst it is ultimately the responsibility of the President and the Executive Director to present the final strategy to the LIBER Participants on behalf of the Executive Board, the process of gathering input and developing the strategy will be led by a core team from the Executive Board consisting of the President, the Vice-President, the Treasurer, two Steering Committee Chairs, two Executive Board members and the Executive Director.

### **3. LIBER Participants**

LIBER Participants (the members of LIBER) must have opportunities to engage throughout the strategy process both at LIBER events and via online platforms. A note here is that the LIBER Participants consist of (consortia and associations of) research libraries, national libraries and special libraries and each of these types may have different input. The Steering Committees will be essential to providing fora for discussion.

### **4. The LIBER Office**

The employees of the LIBER Office are the first point of contact for the LIBER Participants and they participate in the European projects in which LIBER is represented. As a result, they are well informed about what is going on in the network and where the cross-links are.

### **5. European Research Stakeholders**

As well as an environmental analysis, it may be worthwhile gathering direct feedback on

the strategic direction of LIBER from stakeholders in this area.

## **6. International Partner Organisations**

LIBER has partnerships with various organisations and cooperates with dozens of organisations on a project basis. Analysis of the strategy of these organisations is needed to identify potential synergies for collaboration and overlaps indicating areas that LIBER may not need to address.

It is expected that a total of about 15-20 meetings will take place with the various stakeholder groups, which will be supervised by the consultant.

## **Schedule for Developing the Strategy and the Duration of Assignment**

The consultant's assignment will start in April 2021 and end in June 2022 when the strategy is presented to the LIBER Executive Board for final approval. The consultant is asked to commit to the below schedule. This schedule ensures timely delivery of the strategy so that it can be launched in October 2022.

### **2021:**

February	Establishment of the Strategy Taskforce
March	Launch of tender for consultancy
April	Award of tender
May	First meeting of the Strategy Taskforce (create framework)
June	Gathering input from LIBER Participants in the "Knowledge Cafe" at the LIBER Annual Conference, 24 June 2021)
August	Third meeting of Strategy Taskforce
October	Executive Board workshop on strategy framework and concepts
November	Test a first draft strategy with European stakeholders

### **2022:**

February	Draft Strategy presented to Executive Board
June	Presentation of the draft strategy and workshops on implementation plans at the Annual Conference. Vote on final version at the Meeting of Participants at the Annual Conference.
October	Launch of new Strategy 2023-2026/7.

## **Location of Work**

The LIBER Office is located in The Hague. Here (progress) meetings can take place between the Executive Director of LIBER and the consultant. During the pandemic with the current restrictions on travel, all meetings, interviews, and workshops will be conducted online.

## **Requirements for Proposals**

We expect you to come with a proposal for the abovementioned work and activities. The proposal must include:

- A. A proposal for the work and activities.
- B. Two examples of strategy projects you have successfully led in the past.
- C. A CV, or CVs, of the proposed consultant(s), demonstrating knowledge of the research library and research/higher education sectors.

D. A proposal for a fixed price (including VAT) for the work and activities.

## Requirements for the consultant

We expect that the consultant:

- Has a good knowledge of the network of research libraries, research and higher education.
- Has experience in guiding a strategy process.
- Has an excellent oral and written knowledge of the English language.

## Applicable Conditions

The agreement will be concluded with Stichting LIBER.

The ARVODI 2018 conditions will apply to the assignment to be granted. Any remarks about the conditions that apply to this engagement must be made known with your offer.

General conditions of sale, sector conditions, or other conditions of the Tenderer are expressly excluded and do not apply to this agreement.

## Other Conditions Attached to this Request for Proposals

- The consultant cannot derive any rights to reimbursement of quotation costs or to obtaining the order from this Request for Proposals.
- LIBER may (temporarily) suspend and/or revoke this Request for Proposals. In such a situation, you are not entitled to reimbursement of the costs incurred for this Request for Proposals.
- By submitting a Proposal, you declare that you meet all the requirements set out in this Request for Proposals and that you agree to the terms and conditions set.

Activity	Date
Send Request for Proposals	08-03-2021
Deadline for asking questions	19-03-2021
Sending Note of Information	24-03-2021
Deadline for submission proposals (offer)	31-03-2021
Interviews	12 April 2021
Communication of the decision	16-04-2021
Commencement date of agreement	26-04-2021

LIBER reserves the right to change the above proposed schedule. In the event that LIBER proceeds to change the intended schedule, this will be communicated to all parties concerned. Tenderers cannot derive any rights from this intended schedule. The dates mentioned in this (or the amended) schedule for the submission of questions and the submission of proposals are regarded as deadlines.

Written proposals must be received by latest 10:00 CET on the 31<sup>st</sup> of March 2021. Please send your offer addressed to the Executive Director of LIBER, Astrid Verheusen, via email: [astrid.verheusen@libereurope.org](mailto:astrid.verheusen@libereurope.org).

## Evaluation of the offer

- Review of the proposals.
- After the first selection, interviews will be held.
- A maximum of 3 candidates will be invited for an interview.
- Candidate will be selected.

The final selection of the winning tender will be made by the President, Treasurer, and Executive Director of LIBER. The successful proposal will be selected based on the following criteria:

- Quality of the proposal.
- Value for money.
- Proven track record of strategy development in the libraries/research/higher education sectors.
- Knowledge of the field in which we operate.

## Communication

If you have questions or require further information, please contact Executive Director, Astrid Verheusen, via e-mail: [astrid.verheusen@libereurope.org](mailto:astrid.verheusen@libereurope.org).

LIBER wishes you every success in drawing up your proposal.

On behalf of the LIBER Executive Board,

Yours sincerely,

Astrid Verheusen  
Executive Director  
LIBER

Attachments:

- [ARVODI 2018 conditions](#)