

**NDPHS Strategy Working Group 2014
Third Meeting
Riga, Latvia
10 June 2014**

Reference	Annex 4 to the SWG2014 3 meeting minutes
Title	Call for tender for the Strategy Consultant and the Consultant's Terms of Reference
Submitted by	Secretariat
Summary / Note	This document contains the proposal for the contents of the NDPHS Strategy 2014-2020 as agreed upon by the Strategy Working Group during its 3 rd meeting held on 10 June 2014 in Riga, Latvia

Open call for tender

Strategy consultant for the NDPHS

(Ref. MM/140627/01)

OPENING DATE: 27 June 2014

CLOSING DATE: 15 July 2014

1. Contracting Authority

(i) Organization

NDPHS Secretariat
P.O. Box 2039
SE-103 11 Stockholm SWEDEN
Visiting address: Slussplan 9, 2nd floor
www.ndphs.org

The Northern Dimension Partnership in Public Health and Social Well-being (NDPHS) is an international initiative dealing with the enhancement of health and social conditions in the Northern Dimension area, and primarily the north-eastern parts of Europe. Cross-border co-operation between the bordering regions of the EU, Norway and Russia is an essential element of the practical implementation of the Northern Dimension, involving local and sub-regional actors and civil society, enhancing people-to-people contacts and contributing to public health and social development, while also narrowing social and economic disparities, and generating an overall improvement in the demographic situation and the quality of life. The Partnership focuses on two priority areas for improved and enhanced co-operation and co-ordination: the prevention of major public health problems, and the promotion of healthy and socially rewarding lifestyles. NDPHS Partners include nine countries, the European Commission as well as several international organizations. The NDPHS hosts four Expert Groups and three Task Groups and is supported by the NDPHS Secretariat. See www.ndphs.org for more details.

(ii) Contact person

Person authorized for contacts with tender providers:

Mr Marek Maciejowski
Director of Secretariat
Phone: +46 73 540 5900
E-mail: marek.maciejowski@ndphs.org

2. Scope of the assignment

The Committee of Senior Representatives (CSR), the main coordinating body of the NDPHS, has formed a Strategy Working Group (SWG) consisting of representatives from Estonia, Finland (chair), Germany, Latvia, Lithuania, Norway, Russia (co-chair) and Sweden as well as the European Commission, the International Organization for Migration, the World Health Organization, the NDPHS Secretariat and the NDPHS Expert and Task Groups. The main task of the SWG is to facilitate the development of the NDPHS Strategy for the period of 2014-2020 and act as the focal point for inputs from the NDPHS Partner Countries and Organisations, the

Participant and the Expert and Task Groups. In this capacity, the SWG has the overall objective to produce a draft NDPHS Strategy 2014-2020, including its Implementation/Action Plan, and present it to the Partnership Annual Conference (PAC) 11 in 2014.

The main role of the consultant is to provide technical support to the SWG in the preparation of the NDPHS Strategy 2014-2020 and its Implementation/Action Plan. To that end, the consultant is contracted to work under the SWG's direction and supervision and reports to the SWG Chair. The SWG will support the work of the consultant/s and will follow the progress.

More specifically, the tasks of the consultant/s include:

- Providing advice and recommendations regarding the planning processes and methodology;
- Reviewing the inputs submitted by the NDPHS actors involved in the strategy development process and, where necessary, provide advice and recommendations on the warranted improvements;
- Drafting NDPHS Strategy 2014-2020 and its Implementation/Action Plan;
- Other tasks, if deemed appropriate in connection with the assignment, provided they would not necessitate an increase of the originally agreed consultancy budget.

Additional aspects of the Strategy development, as they may appear, will be discussed with the SWG.

Please visit the [NDPHS website](#) for further information about the objectives, functioning, and structure of the NDPHS as well as the specific details regarding the Expert and Task Group's activities.

3. Deliverables

The following outputs will be delivered by the consultant:

- Advice and recommendations to the NDPHS actors involved in the strategy development process;
- Draft NDPHS Strategy 2014-2020 and its Implementation/Action Plan (including their subsequent revisions, if requested by the SWG).

The working language of the NDPHS is English.

The SWG and the NDPHS Secretariat will provide all documents available, necessary to carry out the task described above and in **Annex 1**.

4. Working steps and preliminary timeline

The consultant will begin the assignment on 4 August 2014 and will continue until the final draft Strategy 2014-2020 and its Implementation/Action Plan are submitted to an NDPHS governing body for adoption. Within this period of time, the consultant will work for the **estimated total amount of 60 working days**.

During the assignment the consultant shall:

- Upon request, provide advice and recommendations regarding the planning processes and methodology to the NDPHS actors involved in the strategy development process;
- Review the inputs submitted by the NDPHS actors involved in the strategy development process and, where necessary, provide advice and recommendations on the warranted improvements;

- Draft the NDPHS Strategy 2014-2020. The document will be developed following the outline of the NDPHS Strategy 2014-2020 included in Annex 3;
- Draft the Implementation/Action Plan based on the received inputs (Inputs will be developed in accordance with the template included in Annex 4);
- Make revisions, if requested by the SWG.

The consultant will submit the developed draft documents to the SWG members, the NDPHS Secretariat and other relevant actors involved in the process (to be specified separately) and will subsequently revise them following their comments.

Working steps and tentative timeline for the drafting process

Deadline (2014)	Action regarding the Strategy	Action regarding the Action Plan
4 August	The consultant assignment begins	
15 August		Drafting Teams and the Secretariat begin drafting of their inputs to the Action Plan Consultant provides advise and participates in the meetings and work of the Drafting Teams, as agreed separately
15 September	The consultant delivers a 1st draft of the Strategy to the SWG	
30 September	SWG comments on the 1st draft of the Strategy delivered to the consultant	
10 October	The consultant delivers a 2nd draft of the Strategy to the SWG based on the received comments	Drafting Teams and the Secretariat deliver to the SWG and the consultant their draft inputs to the Action Plan
4th meeting of the SWG		
17 October	SWG presents to the consultant its comments on the 2nd draft of the Strategy	The consultant presents to the SWG his/her comments on the received draft inputs to the Action Plan; SWG presents to the consultant its comments on the received draft inputs to the Action Plan and reflects on the consultant's comments
31 October	The consultant delivers a 3rd draft of the Strategy to the SWG based on the received comments	The consultant delivers a combined draft of the Action Plan to the SWG based on the received draft inputs and comments
5th meeting of the SWG		
11 November	SWG presents to the consultant its comments on the 3rd draft of the Strategy (if any)	SWG presents to the consultant its comments on the 1st combined draft of the Action Plan (if any)
13 November	If required, the consultant finalizes the draft Strategy and the Action Plan and delivers them to the SWG.	

5. Required skills

The following skills are considered necessary to be able to complete this assignment:

- Experience in the development of strategic steering documents and their accompanying operational plans;
- A sound understanding in public administration and international networking;
- A good understanding of structural, organizational and administrative matters;
- Ability to quickly grasp complex issues, involving different groups of interest along with a solution-oriented approach;
- Good communication skills and ability to prepare and lead discussions.

Experiences in public health issues, health networks and in countries or networks, related to the Northern Dimension would be appreciated.

6. Additional information and conditions

Assignment will have to be fulfilled in close dialogue with the Contracting Authority, the NDPHS SWG and other relevant actors involved in the development of the NDPHS Strategy 2014-2020 and its Implementation/Action Plan.

The consultant will be required to get himself/herself acquainted with the outcome of the Evaluation of the NDPHS performed in 2013.¹

7. Eligibility

This tender is open on equal terms to all natural and legal persons of the NDPHS Partner and Participant Countries (Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Norway, Poland, Russia and Sweden).

8. Composition of consultants

The assignment can be carried out by one legal or independent person, or by a team of consultants. A bid can therefore, but doesn't have to be, made by a consortium of legal and/or independent persons. In such a case the leading partner has to be designated, who will take full responsibility for successfully providing the contracted service.

9. Offered price

The price offered shall be stated in euros (EUR) **incl. VAT**. The offer can be made as a lump sum, and shall include remuneration (consultant fees), travel expenses for 3 trips to NDPHS Partner countries, and any other costs related to the provision of this service. If considered necessary by the SWG, participation in additional meetings may be required. Any travel costs, related to these additional meetings will be reimbursed by the Contracting Authority separately and do not need to be included in the tender offer.

10. Documents to be submitted by tender providers

All documents to be submitted by the tender providers are mentioned in **Annex 2**.

Bids and all correspondence relating to this call for tender must be done in English and must bear the reference number as specified in the header.

¹ Cf. documents CSR 22/6/1 Independent Evaluation of the NDPHS 2013, CSR 22/6/2 Evaluation Team's views regarding the Evaluation Consultant's recommendations and other issues, and respective parts of the CSR 22 Meeting minutes, available at http://www.ndphs.org/?mtgs,csr_22_reykjavik.

Only complete, true and duly signed bids will be considered. The Contracting Authority reserves the right to request further information from tender providers after receipt of their documents.

Tender providers will be immediately notified of the receipt of their bids.

11. Deadline for submission of bids

Only the bids delivered to the NDPHS Secretariat by hand, mail or e-mail (cf. item 1) not later than **15 July 2014 15.00 CET** shall be considered.

12. Deposits and guarantees

No tender bond is required, but the Contracting Authority reserves the right to require a guarantee from the service provider prior to the payment of any advance.

13. Validity of tenders

By providing a bid, a tender provider agrees that his offer is valid at least for 30 days from the deadline for submission of bids.

14. Terms of payment

The payment shall be made in two installments. The first installment (1/2nd of the total amount) will be paid after the 4th SWG meeting (foreseen to be held on 17 October 2014) and after the invoice is delivered to the Contracting Authority. The balance shall be paid after the service is delivered in full accord with the agreed conditions and the invoice is delivered to the Contracting Authority. Travel costs can be reimbursed separately consistent with provisions in item 9, immediately after receipt of all required travel documents and invoices through the on-line NDPHS Travel Claims¹ System.

15. Selection criteria

As the selection committee, the NDPHS SWG will review the proposals and apply the following criteria:

- technical competence and professional capacity and competence in the type of work required;
- linguistic knowledge;
- quality of dossier;
- offered price.

The contract shall be awarded to the tender provider whose offer represents the best value for money, taking into account the above specified selection criteria. The criteria shall be assessed on the basis of the documents supplied by the tender providers. The selection committee reserves the right to approach bidders' previous customers for reference.

The selection committee will recommend the choice of consultant to the Contracting Authority, which will finalize the contractual matters.

16. Date and means of dispatch of the result of this call for tender

The result of this call for tender shall be dispatched to all tender providers by e-mail not later than one working day after the decision is taken by the SWG.

17. Appeals

Appeals can be submitted **within one week** from the day of dispatch of the result of this call for tender. Only the appeals delivered to the NDPHS Secretariat by hand, mail or e-mail within the set deadline shall be considered.

¹ For more information about the NDPHS Travel Claims System and to read the guidelines for travel, please visit <http://www.ndphs.org/?travelclaims,page,about>.

Terms of Reference for the NDPHS Strategy Working Group external consultant

Adopted by the Strategy Working Group on 10 June 2014

I. Background

The first Strategy of the Northern Dimension Partnership in Public Health and Social Well-being (NDPHS)¹, covering the period of 2010-2013, expired in 2013. In October 2013 the NDPHS Committee of Senior Representatives decided to establish an *ad hoc* Strategy Working Group (SWG) that would facilitate the development of the NDPHS Strategy, accompanied by an Implementation/Action Plan, for the period of 2014-2020.

In accordance with its Terms of Reference², the main task of the SWG is to facilitate the development of the NDPHS Strategy for the period of 2014-2020 and act as the focal point for inputs from the NDPHS Partner Countries and Organisations, the Participant and the Expert and Task Groups. In this capacity, the SWG has the overall objective to produce a draft NDPHS Strategy 2014-2020, including its operational plan, and present it to the PAC 11 in 2014.

As recommended in the NDPHS Evaluation report 2013³, the process of the development of the NDPHS Strategy 2014-2020 would benefit from an assistance of an external consultant with expertise in planning processes, since clarity and quality of operational goals and their indicators was an issue in the first NDPHS strategy and without external help the Partnership might face these problems again.

Consequently, the Committee of Senior Representatives has decided that in performing its tasks the SWG may be supported by an external consultant.

II. Objective and tasks

The main role of the consultant is to provide technical support in the preparation of the NDPHS Strategy 2014-2020 and its Implementation/Action Plan in accordance with the recommendations of the NDPHS evaluation conducted in 2013⁴, as well as the respective decisions of the 10th Partnership Annual Conference, the 22nd and 23rd Meetings of the NDPHS Committee of Senior Representatives and the Strategy Working Group. To that end, the consultant works under the SWG's direction and supervision and reports to the SWG Chair.

More specifically, the tasks of the consultant include:

- Upon request, provide advice and recommendations regarding the planning processes and methodology to the NDPHS actors involved in the strategy development process⁵;

¹ http://www.ndphs.org/?about_ndphs#New_NDPHS_Strategy.

² http://www.ndphs.org///documents/3885/SWG2014_1-4-Info_1_Terms_of_Reference_and_Timeline_for_SWG.pdf

³ Available at: http://www.ndphs.org///documents/3726/CSR_22-6-1_Independent_Evaluation_%20of_%20the%20_NDPHS_%202013.pdf

⁴ Cf. http://www.ndphs.org///documents/3881/SWG2014_1_4-Info_2_Views&recommend_of_ET&CSR_re_EC's_recommend&other_issues.pdf

⁵ The Strategy Working Group Members, the NDPHS Expert and Task Groups and the NDPHS Secretariat.

- Review the inputs submitted by the NDPHS actors involved in the strategy development process and, where necessary, provide advice and recommendations on the warranted improvements;
- Participate in the drafting of the text of the NDPHS Strategy 2014-2020 including being the main drafter who will be drafting the text, inter alia, based on the inputs to be delivered by other actors engaged in the process;
- Participate in the SWG meetings and other meetings, when required;
- Other tasks, if deemed appropriate in connection with the assignment, provided they would not necessitate an increase of the originally agreed consultancy budget.

III. Outputs

The following outputs will be delivered by the consultant:

- Advice and recommendations to the NDPHS actors involved in the strategy development process;
- Draft NDPHS Strategy 2014-2020 and its Implementation/Action Plan (including their subsequent revisions, if requested by the SWG).

IV. Timeframe

The consultant will begin the assignment on 4 August 2014 and will continue until the final draft Strategy 2014-2020 and its Implementation/Action Plan are submitted to an NDPHS governing body for adoption. Within this period of time, the consultant will work for the estimated total amount of 60 working days.

During the assignment the consultant shall:

- Upon request, provide advice and recommendations regarding the planning processes and methodology to the NDPHS actors involved in the strategy development process;
- Participate in the drafting of the text of the NDPHS Strategy as the main drafter;
- Review the inputs submitted by the NDPHS actors involved in the strategy development process and, where necessary, provide advice and recommendations on the warranted improvements.
- Draft the NDPHS Strategy 2014-2020. The document will be developed following the adopted outline of the NDPHS Strategy 2014-2020;
- Draft the Implementation/Action Plan based on the received inputs (Inputs will be developed in accordance with the adopted template);
- Make revisions, if requested by the SWG.

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10 October	The consultant delivers a 2nd draft of the Strategy to the SWG based on the received comments	Drafting Teams and the Secretariat deliver to the SWG and the consultant their draft inputs to the Action Plan
17 October	4th meeting of the SWG	
	SWG presents to the consultant its comments on the 2nd draft of the Strategy	The consultant presents to the SWG his/her comments on the received draft inputs to the Action Plan; SWG presents to the consultant its comments on the received draft inputs to the Action Plan and reflects on the consultant's comments
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11 November	5th meeting of the SWG	
	SWG presents to the consultant its comments on the 3rd draft of the Strategy (if any)	SWG presents to the consultant its comments on the 1st combined draft of the Action Plan (if any)
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V. Contractual and financial aspects

A contract (to be drawn) between the consultant and the NDPHS Secretariat regulates the consultant's assignment. The NDHPS Secretariat is responsible for handling the financial matters regarding the contract, i.e., the payment of the consultant's remuneration and financing the required business travels of the consultant.

Template for submission of offers

Strategy consultant for the NDPHS

(Ref. MM/140527/01)

Offer submitted by

[Please insert]

*[Name and contact details
If company or organisation,
please also provide the organization number.]*

**I/we herewith submit an offer for the evaluation of the NDPHS
and enclose the following documents:**

- | | |
|--------------------------|---|
| Appendix 1 | Covering letter, which includes: <ul style="list-style-type: none">- my/our experience and knowledge in the required field of services- my/our motivation- references that can confirm my/our capacity to fulfill the assignment- offered price as a lump sum, including fees, travel and any other costs related to the assignment. |
| Appendix 2 | My/our CV(s) |
| Appendix 3
(optional) | Any other relevant information |

Place and date

Signature

Contents of the NDPHS Strategy 2014-2020

Executive summary

Introduction

General background

Priority areas

Working principles/Methods of work (incl. monitoring and evaluation of the Strategy)

Linkages with global and regional strategies, action plans, conventions and protocols

The NDPHS Strategy 2014-2020 will have the following levels

- Overall objective
- Cross-cutting Objectives
- Objectives
- Expected results and indicators
- Actions to produce the results and achieve the objectives

VISION 2020

The NDPHS, as a highly valued and innovative regional network, significantly contributes to the improvement of peoples' health and social well-being in the ND area.

OVERALL OBJECTIVE

The overall objective of the Partnership is to promote sustainable development in the Northern Dimension area through improving human health and social wellbeing.

CROSS-CUTTING OBJECTIVES

- Promote cross-sectorial action;
- Promote the inclusion of vulnerable groups;
- Promote health equity and social cohesion in all actions;
- Promote innovative approaches and technologies, such as eHealth;
- Promote a Health in All Policies approach.

OBJECTIVES

1. Strengthen prevention and reduction of impacts of HIV, tuberculosis (TB) and associated infections among key populations at higher risk, including prisoners.
2. Support the implementation of regional and global strategies and/or action plans to contain antimicrobial resistance through intersectoral efforts.
3. Strengthen prevention and reduce impact of non-communicable diseases (NCDs) through addressing lifestyle-related risk factors.
4. Strengthen and promote multisectoral approaches to reduce social and health harms from

substance abuse.

5. Strengthen the integration and coordination of care and prevention throughout life course at primary care level, to adequately address health needs related to chronic conditions and demographic changes.
6. Strengthen occupational health and safety and well-being at work through information and reporting systems, workplace activities and occupational health services.

Template for inputs to the Action Plan accompanying the NDPHS Strategy 2014-2020

Submitted by: INSERT

Date submitted: INSERT

Indicate which NDPHS priority area the Action Plan is related to

I. Objective(s): INSERT FROM THE LIST. IF THERE ARE MORE THAN ONE, SPECIFY WHICH OBJECTIVE IS THE PRIMARY ONE (I.E., IN THE FOCUS OF THE PLANNED ACTIVITIES) AND WHICH IS SECONDARY

II. Expected results

No.	Expected result	Indicator	Baseline	Timing (deadline)	Data source	Responsible (organization(s), EGs etc)	Cross-cutting objective(s) ¹
1.							
2.							
3.							
	<i>Add rows as necessary</i>						

III. Planned activities for 2015-2017²

¹ Specify to the achievement of which cross-cutting objective(s) the expected result contributes to.

² Where possible information in this section should be provided using subheadings consistent with the numbering of the expected results, e.g., 1.1, 1.2 ... (referring to Result 1); 2.1, 2.2 ... (referring to Result 2); etc.

1. Background

2. Planned actions

3. Target group(s)

4. Resources

Indicate what resources are needed to conduct the activities. If exact costs for certain actions or group of activities are known, link these to the above mentioned results and activities.

5. Geographical coverage

6. Challenges/assumptions and risks