

**NDPHS Strategy Working Group 2014
Fifth Meeting
Stockholm, Sweden
10 February 2015**

Reference	SWG2014 5/6/1
Title	Background document for discussion on the roles of and expectations from various NDPHS actors
Submitted by	HIV/AIDS&AI EG Chair
Summary / Note	This document contains a revised background document regarding the roles of and expectations from various NDPHS actors, revised in line with the comments expressed during and after the SWG 4 meeting (the respective corrections and additions are marked with red).
Requested action	For discussion and decision

Background draft working paper on the roles and expectations for different NDPHS actors / Ali Arsalo / Version 4 / 050215

(Roles and Expectations as seen from the perspective of current Expert Groups; comments received by 28.11.2014 included.)

(Corrections and additions after SWG 4 are marked with red.)

Actor	Roles (Perspectives of current EGs)	Expectations (Perspectives of current EGs)	NDPHS web site
PAC	Highest political decision making body and long-term vision provider	<ul style="list-style-type: none"> • Clear political guidance • Support to policy papers produced by EGs / NDPHS • Commitment and support to the implementation of decisions • Responsibility to influence availability of necessary budgetary resources that match with the set objectives and tasks 	Keep annual track (cumulative annual table) on which level partner countries have participated in PAC (minister, deputy-minister, permanent secretary, other)
CSR <ul style="list-style-type: none"> • Chair Country • Partner representatives 	<p>Chairs the Partnership and carries forward its work through facilitating good approaches and solutions, and reaching consensus</p> <p>Represents the Partnership externally</p> <p>Supervises the NDPHS Secretariat's work</p> <p>Decision making body for providing political and moral support, guidance and inspiration to managerial actors (NDPHS Secretariat, EGs)</p>	<ul style="list-style-type: none"> • Strong commitment to the Partnership and its goals • Neutral and efficient facilitator of the Partnership's work • Thinks strategically and intervenes politically, if necessary • Seeks practical solutions to the problems and challenges in the Partnership's everyday work • Chairs the PAC and the CSR meetings, sets their agendas and supervises the preparatory work • To show strong commitment and support to the strategic guidance and implementation of decisions • Interest on substance issues • Nominating country representatives into the Expert Groups and provide them with necessary support • Participation in the promotion of policy recommendations produced by Expert Groups • To act as focal points in receiving information and policy advice from EGs, being prepared to support the dissemination of the results from the work of the EGs • Keeping partnership countries' ministries 	<p>Oslo Declaration:</p> <ul style="list-style-type: none"> • "The PAC will elect a Chair and a co-chair among its member-governments to lead the Partnership for a period of two years" • Terms of Reference of the NDPHS Secretariat: "Under the direction of the CSR Chair, the Director determines and coordinates the work of the Secretariat and reports to the CSR" • Various managerial tasks as stipulated in the NDPHS Secretariat's Personnel Handbook and Financial Rules • Preparing and ensure follow-up of the PAC, including the preparation and monitoring of possible joint activities within the framework of Partnership Work Programmes; • Deciding on procedural matters pertaining to the functioning of the Partnership and its mechanisms; • Deciding, as appropriate, on financial matters relating to the functioning of the Partnership and its mechanisms; • Deciding on the establishment and mandates of expert groups (or task forces) as well as of roundtables allowing for a wider participation (civil society, private sector etc.) in discussions on particular subjects of relevance to the Partnership; • Performing other tasks assigned to it by the PAC."

		<p>informed and involved of the goals, priorities and activities ongoing in EGs and TGs</p> <ul style="list-style-type: none"> • Provision of support to the Secretariat and EGs and following their performance • Coordination of NDPHS activities and actors within their own country or organization • To provide coordinated information about country-level priorities and expectations 	
<p>Secretariat</p> <ul style="list-style-type: none"> • Director of the NDPHS Secretariat • Office 	<p>Supporter and facilitator of efficient management of the administrative and logistical needs of the NDPHS</p> <p>Mediator between CSR, Governments, EGs, TGs and other actors</p> <p>Provider of relevant information to various directions</p> <p>Provider of technical assistance and support</p> <p>Provider of secretarial support to PAC and CSR</p>	<ul style="list-style-type: none"> • Ensuring efficient management of the administrative and logistical needs of the NDPHS • Facilitate connections and processes between the EGs, NDPHS actors, governments and EU • Support and facilitate various activities, NDPHS level meetings, seminars etc. • Provision of relevant information and support on funding opportunities, mechanisms, perspectives • Provision of relevant information on political regional developments • Provision of technical and moral support when needed • Compilation of plans, reports and other joint documents • Acting as filter of upcoming initiatives which are not relevant to NDPHS core mission 	<p>ToR (“Apart from the main functions of the Secretariat, envisaged in the Agreement, the Secretariat shall”):</p> <ol style="list-style-type: none"> a) Be closely and continuously involved in organising, coordinating and monitoring the coherence of the NDPHS’ work; b) Assist the CSR in, inter alia, the preparation, conducting and follow up of the Partnership Annual Conference (PAC) and the CSR meetings, including preparation and circulation of meeting documents and minutes; c) Support the Chair of the NDPHS in general, inter alia in preparing meetings and conferences; d) Provide support in monitoring the overall progress in and facilitating the periodic assessments of the NDPHS process as well as providing the CSR with relevant documentation and suggestions on the NDPHS work and further development; e) Maintain continuous contacts with other NDPHS structures, and create and maintain links between the NDPHS and relevant regional and international stakeholders; f) Upon request and instruction of the CSR Chair represent the NDPHS in international fora, as appropriate; g) Serve as a focal point of information on cooperation in the field of public health and social well-being in the Northern Dimension area by, inter alia, maintaining an archive of the NDPHS documents and the NDPHS website and database; h) h) Maintain a continuous dialogue with the Host Country on matters pertaining to the Host Country Agreement.”
<p>Expert & Task Groups</p>	<p>Operative instruments (together with the Secretariat) of the NDPHS, planning and implementing concrete tasks to produce added value to the Partners</p>	<ul style="list-style-type: none"> • Collection, elaboration and dissemination of statistical and epidemiological information on trends, relevant for decision makers, administrators and researches (thematic reports and fact-sheets) • Identification of priorities, needs for support in developing policies, gaps in their implementation 	<p>ToR (based on the ToR of the EG HIV/AIDS&AI):</p> <ul style="list-style-type: none"> • Promote the principles and objectives of the Partnership develop strong partnerships with a wide variety of stakeholders to ensure that the Partnership achieves maximum results; • Establish and maintain relations within the Partner Countries and Organizations as well as with international

		<p>and production of relevant policy documents to accelerate change</p> <ul style="list-style-type: none"> • Provision of support to relevant project identification, planning, monitoring processes and disseminating results (“lessons learned”) • Provision of practical technical advice to NDPHS project managers as necessary and relevant <p>NOTE: EGs and TGs leaders and members are not full time employed civil servants but working on top of their normal duties in their organizations.</p>	<p>and national organizations, and other institutions as appropriate;</p> <ul style="list-style-type: none"> • Establish connections and co-operation with other NDPHS Expert Groups and Task Groups especially with regard to the cross-cutting Operational Targets; • In collaboration with suitable implementing agencies, formulate and develop ideas for project proposals (including flagship project), facilitate the project application, and if funding is available follow-up on their implementation. The project(s) shall comply with the Operational Targets as defined in the new NDPHS Strategy and take into account the priorities approved by the CSR or the Partnership Annual Conference (PAC); • In selected cases, act as a technical referee for new project proposals; • Contribute to the development of national policies that respond to the needs and requirements of the Partner Countries; • Support efforts to provide technical and other forms of assistance to partners in planning, implementing and monitoring programs This will include meeting with authorities, visiting Partner Countries at the request of the CSR, and providing information via correspondence; • Monitor and evaluate the results of projects and activities implemented under the Partnership; • Provide the Partnership website/database with information concerning the Expert Groups’ work; • Provide feedback and report on progress to the CSR, and provide the NDPHS Secretariat with updated information and support, when appropriate; • Co-ordinate its activities with other Partnership programs in areas of mutual interest, as well as with related activities of other international organizations, to avoid the duplication of activities; • Take any other actions to contribute to proper discharging of the Partnership’s responsibilities as the Lead Partner for the health priority sub-area in the Action Plan of the EU Strategy for the Baltic Sea Region; • Other responsibilities, as approved by the CSR or the PAC.
<p>1) EG Chairs 2) EG ITAs 3) EG members /</p>	<p>1 + 2) Responsibility of effective functions and productivity of the EGs 3) Representatives of their own</p>	<p>1) Chair</p> <ul style="list-style-type: none"> • Overall responsibility, together with the ITA, of the meetings and other functions of and leadership for the EG • Main responsibility, together with the ITA of the 	<p>1) Chair ToR “The Chair is responsible for providing effective leadership concerning the Group’s overall scope of responsibilities spelled out above. In addition, the Chair is responsible for:</p>

<p>representatives</p> <p>4) EG associated participants</p> <p>5) EG invited experts</p> <p>6) EG Project representatives</p>	<p>country or organization</p> <p>4+5+6) Providers of relevant actual information</p>	<p>preparation of plans and reports</p> <ul style="list-style-type: none"> • Represents the EG in various fora, including Secretariat, CSR and PAC • Maintaining contacts, collaboration and updating policies with relevant UN organizations such as WHO, UNAIDS, ILO, UNICEF as well as Nordic Council of Ministers, searching for synergies <p>2) ITA Ref. to the recently discussed proposal for the scope of ITAs' responsibilities (Evaluation Team and CSR, See the Column 4, NDPHS web site)</p>	<ul style="list-style-type: none"> • Ensuring that the Expert Group meets at appropriate intervals, and that the minutes of meetings and any reports to the Partnership bodies accurately record the decisions taken and, where appropriate, the views of individual Expert Group representatives; • Ensuring that the Expert Group reaches clear conclusions on the matters it discusses; • Ensuring that the views of the Expert Group are passed on to the CSR, PAC and the Secretariat; • Communicating the Expert Group's views to the media, health care professionals and the public, as requested; • Briefing new representatives upon their appointment, as appropriate. <p>2) ITA CSR / Evaluation team: "Proposed general scope of ITA's responsibilities (the list to be completed with specific issues of relevance to a given EG):</p> <ul style="list-style-type: none"> • Providing analytical and secretarial support to the EG in collaboration with the EG Chairperson; • Drafting of EG's documents, including, but not limited to: (i) documents for EG meetings (e.g. discussion papers, work plans and progress reports, policy documents), (ii) meeting minutes; (iii) briefing notes; • Assisting in monitoring the overall progress of activities relevant to his/her EG, stipulated in the operational plan of the NDPHS; • Facilitating the periodic assessments of the EG performance and its functions; • Leading and/or providing assistance for development and implementation of log-frame-planning processes; • Assisting in (i) either initiating and evaluating projects or planning and developing projects, (ii) facilitating applications for project financing and, finally, (iii) implementing projects, if needed; • Networking with other individuals and organizations to ensure wide participation in issues that the Partnership addresses; • Promoting and encouraging the involvement of external actors in the regional health and social well-being activities in collaboration with the EG Chair and members; • Liaising with other relevant regional actors operating in the area covered by the EG to help avoid duplication of
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		<p>3) EG members</p> <ul style="list-style-type: none"> • Relevant expertise • Strong commitment on the work • Official nomination, clear mandate from and functioning relationships with nominating authority • Active participation in the EG meetings and in the work between meetings • Functioning professional and international networks • Communication skills ensuring exchange of information within the EG • Keep alternate members from same country informed of ongoing activities, so that they indeed can replace the actual member as necessary <p>NOTE:</p> <ul style="list-style-type: none"> • Understand that EG membership is not only participating in meetings about 2 times per year, but that the EGs work also in-between the meetings. The EG membership at best should be seen as something that benefits the members' daily work, and if it does not, they should inform their national CSR to replace them by a more relevant person regarding the EG's topics and work. <p>4) Associated participants</p> <ul style="list-style-type: none"> • Experts, invited by the EG Chair, providing relevant professional support in specific long-term matters 	<p>efforts between the EG and those actors, as well as to help make proper use of data and material generated by them, where appropriate;</p> <ul style="list-style-type: none"> • Assisting the EG Chair in arranging EG meetings; • Keeping in contact with EG members in-between the meetings; • Maintaining continuous dialogue with the NDPHS Secretariat and other NDPHS expert-level structures to ensure coordination of activities within the Partnership; • Participation in other relevant meetings and conferences related to the substance areas of the EG.” <p>3) EG members, ToR:</p> <ul style="list-style-type: none"> • High level expertise in health/social well-being/social inclusion issues and activities in the field covered by the Expert Group; • Experience in networking and reaching out to individuals and groups of scientists familiar with the regional aspects; • Experience in project facilitation and assessment; • Ability to actively take part in and contribute to the Expert Group work towards the set Goals and Operational Targets (both during meetings and in-between them); • Participation in relevant governmental or non-governmental scientific and technical committees at national, regional and international levels would be an additional asset.
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Individual hired consultants	Carrying out given specific and defined tasks, relevant for producing added value to partners or policy development	Production of expected documents or other performance, based on written ToRs	
Ad hoc Working Groups	Short-term working groups to fulfill specifically defined tasks within given time-table		