

EuropeAid/121957/C/SV/GE



**GE-Tbilisi: Tacis – support to transformation of the
State United Social Insurance Fund of Georgia**

Expression of Interest

Submitted by: **HLSP & Human Dynamics**



February 2006

APPLICATION FOR EC-FUNDED SERVICE CONTRACT

Procurement notice: EuropeAid/121957/C/SV/GE

GE-Tbilisi: Tacis – support to transformation of the State United Social Insurance Fund of Georgia

One signed original application must be supplied (for each lot, if the tender procedure is divided into lots), together with **three copies**. The application must include a signed declaration using the annexed format from each legal entity making the application. **All data included in this application must concern only the legal entity or entities making the application.**

Any additional documentation (brochure, letter, etc) sent with an application will not be taken into consideration. Applications being submitted by a **consortium** (i.e., either a permanent, legally-established grouping or a grouping which has been constituted informally for a specific tender procedure) must follow the instructions applicable to the consortium leader and its partners.

1 SUBMITTED by [ie, the identity of the Candidate]

	Name(s) of legal entity or entities making this application	Nationality [†]
Leader*	HLSP	UK
Partner 1	Hulla & Co Human Dynamics KG	Austria

*Add / delete additional lines for consortium partners as appropriate. **Note that a sub-contractor is not considered to be a consortium partner for the purposes of this application form.** If this application is being submitted by an individual legal entity, the name of that legal entity should be entered as 'Leader' (and all other lines should be deleted). Any change in the identity of the Leader and/or any consortium partners between the deadline for receipt of applications indicated in the Procurement Notice and the award of the contract (other than for reasons of changes to the legal structure of the individual entities concerned) will result in the immediate exclusion of the Candidate from the tender procedure.

[†]Country in which the legal entity is registered

2 CONTACT PERSON (for this application)

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3 ECONOMIC AND FINANCIAL STANDING

Please complete the following table of financial data* based on your annual accounts and your latest projections. If annual accounts are not yet available for this year or last year, please provide your latest estimates, clearly identifying estimated figures in italics. Figures in all columns must be on the same basis to allow a direct, year-on-year comparison to be made (or, if the basis has changed, an explanation of the change must be provided as a footnote to the table).

Financial data	Year before last €	Last year €	This year €	Next year €	Average ^α €
Annual revenue ^β , excluding this contract	474,110,529	487,007,083	540,362,000	596,389,000	524,467,153
Cash and cash equivalents ^β at beginning of year	-1,572,286	11,004,686	29,867,970	41,365,900	20,166,568
Net cash from / (used in) operating, investing & financing activities ^β excluding future contracts	12,576,972	18,935,284	3,439,644	866,571	
Net forecast cash from/ (used in) future contracts, excluding this contract			8,128,290	1,500,200	
Cash and cash equivalents ^β at end of year [ie, the sum of the above three rows]	11,004,686	29,939,970	41,435,904	43,732,671	31,528,308

* If this application is being submitted by a consortium, the data in the table above must be the sum of the data in the corresponding tables in the declarations provided by the consortium partners – see point 7 of this application form.

^α Amounts entered in the 'Average' column must be the mathematical average of the amounts entered in the four preceding columns of the same row.

^β Please refer to the International Accounting Standards (relevant extracts of which are included in the attached Declaration format) for definitions of the information required.

4 STAFF RESOURCES

Please provide the following personnel statistics* for the current year and the two previous years.

Average manpower	Year before last		Last year		This year	
	Overall	Total for fields related to this contract ^ε	Overall	Total for fields related to this contract ^ε	Overall	Total for fields related to this contract ^ε
Permanent staff ^φ	106	78	121	93	118	91
Other staff ^γ	84	35	28	22	82	25
Total	190	113	149	115	200	116
Permanent staff as a proportion of total staff (%)	56%	69%	81%	81%	59%	78%

* If this application is being submitted by a consortium, the data in the table above must be the sum of the data in the corresponding tables in the declarations provided by the consortium partners – see point 7 of this application form.

^ε Corresponding to the relevant specialisms identified in point 5 below

^φ Staff directly employed by the Candidate on a permanent basis (i.e., under indefinite contracts)

^γ Other staff not directly employed by the Candidate on a permanent basis (i.e., under fixed-term contracts)

5 FIELDS OF SPECIALISATION

Please use the table below whose objective is to indicate the **relevant specialisms related to this contract** of each legal entity making this application, by using the names of these specialisms as the row headings and the name of the legal entity as the column headings. Show the relevant specialism(s) of each legal entity by placing a tick (✓) in the box corresponding to those specialisms in which the legal entity has significant experience. **[Maximum 10 specialisms]**

Relevant specialisms	HLSP	Human Dynamics
Health Care Financing	✓	✓
Social Health Insurance	✓	✓
Effective Purchasing/Commissioning/Contracting	✓	✓
Legislation & Contract development	✓	✓
Financial Management / Management Accounting	✓	✓
Budget & Resource Allocation	✓	✓
Management Information Systems	✓	✓
Relational Database Management Systems / IT Networks	✓	✓
Human Resources development / Training Needs Analysis	✓	✓
Project Cycle management, Monitoring and Evaluation	✓	✓

Add / delete additional lines and/or rows as appropriate. If this application is being submitted by an individual legal entity, the name of the legal entity should be entered as 'Leader' (and all other columns should be deleted)

6 EXPERIENCE

Please complete a table using the format below to summarise the **major relevant projects related to this contract** carried out in the course of the past **3** years by the legal entity or entities making this application. The number of references to be provided must not exceed **15** for the entire application

Ref 1	Project title		EC Support to Primary Health Care Reform: Re-training of medical workforce in Kakheti region						
	Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Georgia	904,000	99%	5	EC	EuropeAid	Aug 05 -	Georgia Family Medicine Association	
Detailed description of project							Type of services provided		
<p>The overall objectives of this project are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> To support the reform of the health care human resources development and quality of services in Primary Health Care. <input type="checkbox"/> To provide the population access to services in Primary Health Care through the implementation of new service production units. <input type="checkbox"/> To retrain Kakheti primary health care providers that will work in the refurbished care delivery units and to ensure that the retrained medical workforce will meet new requirements <p>To improve the capacity and performance of primary health care staff by means of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Guiding and monitoring the implementation of the primary health care re-training in line with best methods and practices from the experience of successive cycles of re-training already undertaken at the National Family Medicine Training Centre in Tbilisi and in other family medicine practice sites in Georgia. <input type="checkbox"/> Taking steps to establish effective links in implementation, results monitoring and follow-up for the re-training project with the parallel components of the European Commission support to the Kakheti Primary Health Care Master Plan. This refers to the European Commission projects for the Reform of the Health Care Financing Systems as well as to the complementary European Commission Grant for medical facility refurbishment, equipment and health promotion in Kakheti. <input type="checkbox"/> Securing multi-donor cooperation with the health sector reform activities financed by the World Bank and the UK DFID, ensuring a harmonized approach and coordinated assistance towards primary health care human resources development. 							<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Evidence Based Planning <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation 		

Ref 2	Project title		Support to Tax Administration						
	Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
	Human Dynamics	Georgia	€1,250,000	75%	4 Key Experts + short-term experts	Ministry of Finance, Tax Department	EuropeAid	2005-2007	Louis Berger SAS; CASE – Centre for Social and Economic Research
Detailed description of project							Type of services provided		
<p>The overall objective of this project is the strengthening of the Tax Administration, in order to improve the performance of the institution as a whole and to consolidate the recent legislative and economic reforms as well as future ones. More specific objectives include: The outputs of the project are as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strengthening the Tax Department administration to consolidate the legislative reforms, and to approximate the public administration to a European style institution <input type="checkbox"/> Further capacity building in the Tax Department at central and inspectorates at regional levels to improve the institution performance. Provision of additional advanced-level training of tax officials, building on the basic-level training which is currently organised by the Training Institute of the Ministry of Finance and other donors. In this way, it is ensured that the level of the tax administration is adequately enhanced before the merger of the customs and tax administration is completed. Training of tax officials also contributes to a process that decreases the arbitrariness in tax collection and auditing of different taxpayers; <input type="checkbox"/> Increasing public awareness of new provisions and procedures under the new tax code. Informing the general public on the taxpayers' rights and obligations, about technical aspects of Georgian tax law and the applicable procedures and answering questions on the application of Georgian tax laws to individual taxpayers. This project component includes the development of a database system containing a set of questions and answering modules to allow for more efficient communication with taxpayers. 							<ul style="list-style-type: none"> <input type="checkbox"/> Further development of structural/institutional reform of the Tax Administration.; <input type="checkbox"/> Provision of a comprehensive training programme (including a training methodology) for HRD; <input type="checkbox"/> Compilation of training materials and documentation to ensure the use of modern and effective training methods in the future; <input type="checkbox"/> Capacity building to Tax Department staff to increase their skills in providing adequate information on new and/or specific taxes and tax procedures, and in dealing with questions or comments of specific taxpayers; <input type="checkbox"/> Establishment of a well-functioning Taxpayer Service division in the Tax Department; <input type="checkbox"/> Design and implementation of a database containing information and unified answers on regular questions of taxpayers. 		

Ref 3	Project title		Health Care Financing Development					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Kosovo	€1,200,000	100%	15	UNMIK	World Bank	Dec 2000 – June 2004	None
Detailed description of project						Type of services provided		
<p>Working in Central & South Eastern Europe the World Bank funded programme provided technical assistance and training activities concerned with designing a comprehensive health care financing system and strengthening the capacity of the Kosovo Ministry of Health.</p> <p>The programme included:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assisting the MoH in the development, institutionalisation and implementation of a health care financing strategy; <input type="checkbox"/> Developing a model for planning and securing health sector funds; <input type="checkbox"/> Designing and monitoring the implementation of co-payment systems; <input type="checkbox"/> And resource allocation mechanisms. <p>As a result of the technical analysis the programme was supporting the MoH to develop regulatory mechanisms for the interaction of the private sector with the public purse. The programme developed draft legislation for promulgation by the MoH. It has supported the MOH to develop organisational models that enable the revision of financing structures. The establishment of new ministerial bodies and departmental units has been supported by the drafting of Administrative Instructions - the local legal procedure endorsed by the United Nations Mission in Kosovo. The establishment of a national Health Care Commissioning Agency and a National Mental Health Service have been supported by Ministerial regulation. Completed work includes an analysis of the devolution of health service responsibilities to Municipal authorities and the impact on organisational, legal and financial structures.</p> <p>Additionally the programme was tasked with the responsibility to lead and coordinate the development of a Kosovo-wide health information strategy that enabled the collection, collation and management of health data throughout the health care system. The project worked with the Institute of Public Health and health providers to provide the Ministry of Health with an understanding of applied health information systems that accommodate WHO and OECD guidelines for reporting health status and activity.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Evidence Based Planning <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation 		

Ref 4	Project title		Improvement of the Treasury Management					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Human Dynamics	Romania	€1,000,000	90%	6	Ministry of Public Finance	EC-Phare	2004-2005	Thales E&C; Dios/Cesia International
Detailed description of project						Type of services provided		
<p>The project's overall objective is to improve the organisation and performance of the treasury system by strengthening its capacity to manage the State's financial resources. Main project activities include:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improvement of the legal framework in the field of treasury and public debt in order to manage the State's financial resources to maximum efficiency and minimum risks. <input type="checkbox"/> Improvement of the management system of the State Treasury and public debt through the implementation of a reliable liquidities prognosis system, which provides information and analysis for substantiating the decisions regarding financing of the deficit. This includes: <ul style="list-style-type: none"> ○ Design, development and implementation of a computer based system to consolidate, compile and access reliable and timely information for decision-making/ and develop manuals and apply operating procedures adequate to the IT activity; ○ Development of the specific software and provision of staff training for system use; ○ Improvement of reporting standards to provide information to the government policy-makers and managers, as well as to the legislature and the public. <input type="checkbox"/> Provision of training in order to improve staff capacity regarding the management of the Treasury liquidities, the optimisation of financial flows and the development of operations specific to the management of the Single Current Account of the State Treasury; <input type="checkbox"/> Training courses to civil servants in elaborating norms for improved treasury activities management and public debt management. 						<ul style="list-style-type: none"> <input type="checkbox"/> Improvement of the organisation and performance of the treasury system; <input type="checkbox"/> Development of the legal framework in the area of treasury and public debt management;; <input type="checkbox"/> Design, development and implementation of a computer based system; <input type="checkbox"/> Software development for the Treasury management system; <input type="checkbox"/> Improvement of reporting standards; <input type="checkbox"/> Civil service staff training 		

Ref 5	Project title		Development of Public Debt Management Capacity					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Human Dynamics	Croatia	€900,000	83%	5	EC Delegation to Croatia	EC-CARDS	2005-2006	FTI Finance Ltd
Detailed description of project						Type of services provided		
<p>The overall objective of the project is the creation of an efficient public debt management system and policy in the Republic of Croatia in accordance with the best practice in the EU member states. The specific objectives of the assignment are improved overall legal and strategy framework for public debt management; improved internal organisation and staff capacity for public debt management; full alignment of business processes with the new debt management system.</p> <p>The project provides technical assistance to the Public Debt Management Directorate (PDMD) of the Ministry of Finance for the improvement of the organisation and performance of the public debt management, including enhancements to existing business process and the implementation and customisation of a new debt management software system. The project is divided into three components:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Strategy and legal framework development for public debt management – assisting the development of the overall policy, strategic and legal framework in which public debt management is performed. The long term objective is for the PDMD with a clear mandate and a certain degree of independence from the political sphere, guided in its operations by a debt management strategy determined by the Government and based on long term targets set by the parliament. <input type="checkbox"/> Development of internal organisation and staff capacity – this component entails providing organisational and procedural guidance to the PDMD to firmly establish Front, Middle and Back Office functions and a comprehensive staff training programme in debt management activities; <input type="checkbox"/> Alignment of business processes with the new debt management software. The component focuses on customisation of the new debt management software as well as alignment of business processes with the debt management system, including interfacing to SAP system and to the market data system as well as development of curves for pricing and valuations. 						<ul style="list-style-type: none"> <input type="checkbox"/> Institutional strengthening of the Public Debt Management Directorate within the Ministry of Finance; <input type="checkbox"/> Support to strategy and legal framework development in the area of public debt management <input type="checkbox"/> Capacity building for PDMD staff; <input type="checkbox"/> Advice and guidance on organisational and procedural development of the PDMD structures; <input type="checkbox"/> Customisation of the new debt management system <input type="checkbox"/> Alignment of business processes with debt management system, including development of interfaces 		

Ref 6	Project title		Strengthening Capacity in the Ministry of Health, Kosovo					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Kosovo	€3,090,000	100%	35	DFID	DFID	Dec 03 – Aug 07	Harvard School of Public Health, USA UK Centre for Management & Policy Studies
Detailed description of project						Type of services provided		
<p>HLSP is commissioned to facilitate the participatory design and implementation of a 3-year programme of DFID support to the Ministry of Health. Key aspects of the programme are to empower the MoH to provide leadership and appropriate strategic direction through the development of policy making and planning structures and capacity.</p> <p>The design phase deployed a team of consultants with a specific methodology to incorporate the ownership of MoH representatives from the outset in all decision-making forums. The implementation phase consists of the development of institutional and human capacity needed to facilitate and to expedite a smooth transition from a UN administered health service to one led by a Kosovar Ministry of Health.</p> <p>The project is currently:</p> <ul style="list-style-type: none"> • Developing institutional and individual capacity within the MoH to drive ongoing reforms within the health sector and facilitate successful development, implementation and monitoring of pro-poor health policies. • Developing systems and capacity within the MoH and partner institutions to enable it to reform govern and regulate the Kosovo health sector. • Documenting procedures, guidelines and work instructions within MoH and partner institutions • Capturing lessons learned and transfer them across other MoH departments, to partners' operations and other relevant Ministries <p>This support is;</p> <ul style="list-style-type: none"> • Focusing at the level of the MoH and partner institutions, • Ensuring decreasing donor inputs are utilised to maximum effect • Supporting pro-poor and pro-vulnerable groups planning and service provision • Responding to the needs and priorities of a Ministry in its stages of development in a complex political environment, • Ensuring synergies with the programmes of support from the other agencies working in health, notably the EAR and the World Bank, • Supporting the process of 'Kosovarisation' and the development of a unified health system. • Build upon the achievements to date within the health sector 						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Evidence Based Planning <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Implementation of National and International/EC Quality Standards 		

Ref 7	Project title		Strengthening the Sustainability of Quality Health Care: Kosovo					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Kosovo	€945,700	90%	15	EAR	EC	Aug 2004- March 2006	Bernhard Brunhes International – France
Detailed description of project						Type of services provided		
<p>The project addresses the lack of accessibility and affordability of quality health care services as contributors to the generally poor health outcomes observed in Kosovo as well as the introduction of a health sector reform already reflected in the General Health Law presented by the MoH in November 2003. The rationale and approach adopted in both the previous EAR Family Medicine and Medical Education programmes is being replicated in this EAR initiative to support the MoH and features key expert inputs from personnel known to Kosovar health professionals and managers. In addition our approach is coordinated with HLSP's management arrangements for the 'Strengthening the Capacity of the MoH' programme funded by the UK Department for International Development (DFID).</p> <p>Technical assistance and assessment is provided in the following six areas:</p> <p>HIS & telemedicine: a detailed evaluation of the current HIS and its performance in institutions across Kosovo. The Telemedicine Centre of Kosovo (TCK) will be assessed with respect to current function and role, institutional relationships, recurrent costs, future capacity, human resources and capital investment requirements</p> <p>Quality Assurance: including a detailed evaluation of the current QA models, systems and activities as well as supporting the review of the regulatory frameworks</p> <p>Health Care Financing: Key tasks will involve supporting the Health Care Commissioning Agency in the monitoring and evaluation of the existing contracting pilots, and a review of the functional capacity of the HCCA in respect to its information requirements. The review will consider evidence from all available sources and particularly consider the institutional arrangements with the Institute of Public Health and District Health Officers.</p> <p>Regulatory Environment: HLSP is currently supporting the private sector unit of the MoH to review the draft Private Sector regulation and has participated in reviewing the draft Health Law. In addition we have contributed previously to the development and announcement of Administrative Instructions in Family Medicine, the HCCA and Co-Payments amongst others.</p> <p>IPH: Service Provision Review: A number of baseline indicators will be collected to assess the functional capacity of the IPH to provide services to the HCCA and the Ministry. Evidence based planning is a key element of commissioning and purchasing health gains and the IPH could offer added value in this process.</p> <p>Integration Development: the former activities are specifically geared to provide evidence, findings and recommendations to an overarching group of Kosovar professionals and the Ministry of Health who will be tasked to review and develop critical integration pathways.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Evidence Based Planning <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Implementation of National and International/EC Quality Standards 		

Ref 8	Project title		Technical Assistance for Improving the Romanian System for Epidemiological Surveillance and Control of Communicable Diseases					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Romania	€1,399,968	90%	12	MOHF/CFCU	EU - Phare	2003-2004	CEEN Consulting GmbH Interactions in Health Inc/Public Health Consultants
Detailed description of project						Type of services provided		
<p>This programme was to support the Ministry of Health and Family and other key stakeholders aims to improve the function, organisational structure and financing of the epidemiological surveillance and reporting system in Romania.</p> <p>It involved the design and implementation of a National Action Plan for disease surveillance and control and the revision of existing legislation to strengthen the framework of the National Structure for the Surveillance, Control and Prevention of Infectious Diseases.</p> <p>Implementation included the development of a compatible electronic system for collecting data which meets European Union (EU) quality standards, the establishment of systems for mutual co-operation with the relevant disease specific networks from the EU Member States and the development of a human resources strategy and training plan.</p> <p>The project was also tasked with assisting in the reorganisation, refurbishment and re-equipping of the national laboratory service. In addition to supporting the Cantacuzio Institute the project has delivered the technical specification and EC supply tender dossier for the procurement of €2.4 million of laboratory equipment.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Evidence Based Planning <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Implementation of National and International/EC Quality Standards 		

Ref 9	Project title		National Health Accounts, Republic of Serbia					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Serbia	€287,840	100%	9	DFID	DFID	2002 - 03	None
Detailed description of project						Type of services provided		
<p>Working in Serbia, the aim of the technical assistance was to support the Republican Statistical Office to develop proficiency in all the competences necessary to generate NHA in conformity with the OECD “System of Health Accounts”.</p> <p>NHA are intended to provide electronic information to inform health policy and health system management on a continuously updated basis, in a manner comparable with the function of national income accounting in monitoring the performance of the overall economy.</p> <p>On this reasoning, the task was essentially one of technology transfer, at the end of which a Serbian institution would have the capacity to compile NHA according to the received standards embodied in the OECD publication, “A System of Health Accounts”.</p> <p>NHA are perceived as a part of the health information system. They constitute a key resource for health policy makers, providing the answers to some of the critical questions about resource use in the sector.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation 		

Ref 10	Project title		Support to the Order of Physicians of Albania					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Albania	€405,414	80%	9	DFID	DFID	2002-2004	General Medical Council UK
Detailed description of project						Type of services provided		
<p>Working in Central & South Eastern Europe the programme seeks to establish the role of the Albanian Order of Physicians as a professional body and effective partner with the Ministry of Health, and developing it in order to carry out all functions of a medical council, leading to membership of the International Medical Association. This has involved working internally to develop registration systems, complaints procedures, fitness to practice and other processes, as well as working with other institutions such as the MoH and Health Insurance Institute to agree relationships and the OPA's role as a regulator of the medical profession.</p> <p>The programme has specifically addresses the client specification, procurement, installation and commissioning of a management information system network in 14 regional sites. The IT network will record and continuously update the records of the OPA membership and subscriptions (n=7,000) via a bespoke Relational Database Management System (RDBMS) in the Albanian language.</p> <p>A procurement process, according to Contracting Authority procedures has been developed, including provision of management and training materials in the Albanian language. Successful procurement and installation has met all the requirements of the Contracting Authority and the database has been populated with membership records.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> Public Private Partnerships 		

Ref 11	Project title		Building Management Capacity within Prishtina University Hospital and the MoH					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Kosovo	€2,033,070	100%	15	DFID	DFID	2000-2002	None
Detailed description of project						Type of services provided		
<p>Working in Central & South Eastern Europe the 21-month programme of technical assistance focused on supporting critical capacity within the Kosovar health sector during a period of major transition. The programme provided technical assistance to the Ministry of Health and supported:</p> <ul style="list-style-type: none"> i. The 12-month secondment of an international Health Policy Officer to the MoH to support the coordination and implementation of policies and international technical assistance programmes. ii. A review of the organisational and critical pathways in the transition from a Department of Health to a Ministry of Health, recognising the stewardship, policy, regulation and evaluation functions of a government Ministry. iii. An institutional review of the organisational and management responsibilities required functioning as a ministry of Health and assistance in formulating an appropriate staffing and departmental structure to implement these responsibilities. iv. A management review and analysis of internal communication and information flows within the MOH and the development of improved communication systems. v. Technical assistance to assess capacity, develop regulation and outline reporting mechanisms for the establishment and implementation of an organisational devolution of municipal and District Health Authorities. vi. A review of nursing management and manpower planning. vii. An architectural and civil engineering review and assessment of the Tuberculosis Hospital in order to ascertain the financial cost of a change of use request within urban planning requirements. The report produced an assessment of the viability of this policy option, leading to the release of a World Bank grant for the refurbishment and modernisation of the building for office accommodation. <p>The programme provided a team of residential experts to work with the Executive Management Board of the University Hospital. The advisors were instrumental in developing individual and institutional capacity through professional learning programmes, training, advisory and systems work. In particular the advisory team provided a coordination link and function between the University Hospital and the MOH and supported the development of secondary and tertiary care policies in relation to a diverse range of services and management, including: forensic medicine, prisoners health care, human resources, terms and conditions of employment, financial management, capital service planning, annual business plans.</p> <p>In addition the advisory team managed a €4,000,000 Trust Fund, donated by the UK DFID, for the rehabilitation and improvement of the University Hospital infrastructure. Via the development of clear and concise capital planning mechanisms, including engineer's reports and evaluations of need, the advisors commissioned a number of turn-key programmes to develop new water and sewerage capacity, new steam and hot water systems, new steam boilers, refurbishment to sanitary annexes and outstanding maintenance.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Quality Assurance <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> Public Private Partnerships 		

Ref 12	Project title		Support to Health Financing Systems					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
HLSP	Bosnia & Herzegovina	€1,756 761	88%	44	DFID	DFID	1997 - 2000	University of York
Detailed description of project						Type of services provided		
<p>Project to provide technical support over a three-year period to support the (re-)development of health financing systems in Bosnia and Herzegovina (BiH). The project seeks to assist the Government of BiH and the Ministries of Health to develop viable, efficient and equitable health financing systems in both entities through providing information and transferring. This entails working with both the Ministries of Health and the health insurance funds in close collaboration with the World Bank.</p> <p>The outputs of the project are as follows:</p> <ul style="list-style-type: none"> <input type="checkbox"/> To enhance the capacities of the Ministries of Health of both Entities to formulate health financing policies. <input type="checkbox"/> To institutionalise within the Health Insurance Funds the annual production of health resource accounts in both entities. <input type="checkbox"/> Specify, through the contracting mechanism, the entitlements which the population would receive from primary care providers under the health insurance schemes (including standards for access and quality). <input type="checkbox"/> To enhance the capacity of HIFs to manage primary health care purchasing effectively (to be piloted in RS and one Canton in the Federation). <p>Specifically we supported BiH to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop health financing policy frameworks <input type="checkbox"/> Develop capacity to produce national health resource accounts (with a household survey). Support is particularly directed at institutionalising the process within BiH <input type="checkbox"/> Build capacity in the health insurance agencies, especially in quality assurance, clinical audit and contracting for primary care. <input type="checkbox"/> Support the development of contracting between the Insurance agencies and providers. 						<ul style="list-style-type: none"> <input type="checkbox"/> Technical Assistance to MoH in transition and accession countries <input type="checkbox"/> Health Policy Strengthening, Development and Formation <input type="checkbox"/> Monitoring and Evaluation <input type="checkbox"/> Institutional Development / Organisational Reform <input type="checkbox"/> Ministerial Capacity Building <input type="checkbox"/> Human resources development and change management <input type="checkbox"/> Project Cycle management, Monitoring and Evaluation <input type="checkbox"/> Health financing and economics & Health resource accounts <input type="checkbox"/> EC legislation and directives <input type="checkbox"/> Household surveys with a focus on out of pocket expenditure <input type="checkbox"/> Basic health packages and primary care <input type="checkbox"/> Systems and contracts for commissioning and purchasing health services 		

Ref 13	Project title		Support to Civil Service Reform in Tajikistan					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Human Dynamics	Tajikistan	900,000	70%	6	Delegation of the EC in Kazakhstan	EC-Tacis	2005-2007	Institute of Public Administration (IPA)
Detailed description of project						Type of services provided		
<p>The objectives of the project are threefold, and related to the overall objective of public administration reform in Tajikistan to enhance the administration's effectiveness, professional skills and transparency in policy delivery. The project targeted:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Legal reform – improving the legal framework for the civil service, namely implementing the Civil Service law and its accompanying regulations; <input type="checkbox"/> Organisational development – strengthening the capacity of the Department of Civil Service Affairs under the President in order for it to smoothly implement the Civil Service Law and regulations; <input type="checkbox"/> Training institution development – strengthening the capacity of the Institute for Improving the Qualifications of civil servants to train civil servants. <p>In addition, the project involves the establishment of a training management department, as well as a PR department, within the Department for Civil Service Affairs. Study tours are organised for top management staff, to neighbouring and other countries, to exchange experience and put into practice the newly acquired skills through training.</p>						<ul style="list-style-type: none"> <input type="checkbox"/> Overall capacity building services for the public administration, support to institutional structures strengthening; <input type="checkbox"/> Analysis of existing legislative and regulatory framework for the civil service and recommendations for amendments; <input type="checkbox"/> Reform in the organisational structure of the public administration; <input type="checkbox"/> Provision of training for public administration staff, including HR management, recruitment procedures, career development etc.; <input type="checkbox"/> Organisation of study tours for senior management officials to exchange best practice experience. 		

Ref 14	Project title		Support to the Ministry of Finance and Economy in Establishing a Treasury Function and Developing a Public Procurement System						
	Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Human Dynamics	Serbia	€4,600,000	30%	8	Ministry of Finance and Economy	European Agency for Reconstruction	2002-2004	Thales E&C	
Detailed description of project						Type of services provided			
<p>This project contributed to the stabilisation and association process in Serbia through the creation of a sound basis for the financial operations of the public administration, providing transparency and accountability whilst promoting efficiency and effectiveness in the use of public funds.</p> <p>Activities carried out under Treasury Component:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Analysis and improvement of institutional and regulatory framework in which the treasury system operates <input type="checkbox"/> Selection and implementation of suitable Financial Management Information System; <input type="checkbox"/> Development and delivery of specific training modules for staff using the new systems in the MoF and line ministries, in conjunction with other donors as required. <p>Activities carried out under Public Procurement Component:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Analysis and improvement of institutional and regulatory framework of the function of the public procurement system, development of necessary secondary legislation; <input type="checkbox"/> Elaboration of national training programme in public procurement, including train-the-trainers scheme, for the Public Procurement Agency. Development and delivery of specific training modules for relevant Ministry staff; <input type="checkbox"/> Preparation of Manual for procuring entities and prospective suppliers under the Public Procurement Law. 						<ul style="list-style-type: none"> <input type="checkbox"/> Reform of legislative framework suitable for effective functioning of Treasury and public procurement system; <input type="checkbox"/> Institutional building, review in terms of restructuring the public administration in the economic sphere; <input type="checkbox"/> Introducing and implementing a Treasury Single Account; <input type="checkbox"/> Improvement in the transparency and accountability of budgetary, financial, forecasting and cash management systems, improvement in financial controls; <input type="checkbox"/> Establishment of a fully functioning Financial Management Information System; <input type="checkbox"/> Training of select cadre of civil servants in MoF and Public Procurement Agency; <input type="checkbox"/> Increasing awareness of government officials, procuring entities and suppliers, of the role of the MoF in the budgetary cycle and the public procurement system. 			

Ref 15	Project title		Support to the Modernisation of the Public Revenue Agency of the Republic of Serbia					
Name of legal entity	Country	Overall project value (EUR)	Proportion carried out by candidate (%)	No of staff provided	Name of client	Origin of funding	Dates (start/end)	Name of partners if any
Human Dynamics	Serbia	€3,200,000	15%	3 int'l + 12 local experts	European Agency for Reconstruction	European Agency for Reconstruction	2003-2006	Schlumberger Sema; SOFRECO; Planet Ernst&Young S.A.; EWC; Belit
Detailed description of project						Type of services provided		
<p>The overall objectives of the project are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> To contribute to the establishment of an efficient and effective Public Revenue Agency to maintain and increase tax collection level; Selection and implementation of suitable Financial Management Information System; <input type="checkbox"/> Contribute to the improvement of the operational capabilities (human resources & equipment) of the Public Revenue Agency; <input type="checkbox"/> Technical Assistance to various sections of the Public Revenue Agency and comprehensive management and administration of project activities and project assets. <p>Deliverables of this project are organised in three main components:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assistance to the procurement of technical components: analysis of IT needs, installation and implementation of IT components (implementation of a modern Central Computing Centre; establishment of high-speed data communication link between the Computing Centre and the PRA headquarters, treasury customs administration etc); <input type="checkbox"/> Delivery of Technical Assistance: preparation and execution of training to the Public Revenue Agency staff in the main taxation disciplines & general computer literacy, provision of analysis, recommendations and reports <input type="checkbox"/> Project Management and administration: including the necessary quality assurance and reporting on the project progress. 						<ul style="list-style-type: none"> <input type="checkbox"/> Strengthening the HR Component in Public Revenue Agency; <input type="checkbox"/> Provision of special training for the Public Revenue Agency staff <input type="checkbox"/> IT needs analysis <input type="checkbox"/> Procurement of new IT System and integrated data communication links for the Public Revenue Agency; <input type="checkbox"/> Installation and implementation of IT components; <input type="checkbox"/> Preparation, execution and monitoring of the procurement, supply, installation, and training in technical components 		

7 DECLARATION(S)

As part of their application, each legal entity identified under point 1 of this application, including every consortium partner, must submit a signed declaration using the attached format. For consortia, the declaration of the Leader must be a signed original but those of other partners may be faxed copies.

8 STATEMENT

I, the undersigned, being the authorised signatory of the above Candidate (including all consortium partners, in the case of a consortium), hereby declare that we have examined the procurement notice for the restricted tender procedure referred to above. If our application is short-listed, we fully intend to submit a tender to provide the services requested in the tender dossier.

We recognise that our tender will be excluded if we propose key experts who have been involved in preparing this project or engage such personnel as advisers in the preparation of our tender and that we may also be subject to exclusion from other tender procedures and contracts funded by the EC.

We are fully aware that, in the case of a consortium, the composition of the consortium cannot be modified in the course of the tender procedure. We are also aware that the consortium partners would have joint and several liability towards the Contracting Authority concerning participation in both the above tender procedure and any contract awarded to us as a result of it.

Signed on behalf of the Candidate

Name	Jim Campbell
Signature	
Date	02 February 2006



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