

# EPF Capacity Building Programme 2018

## Call for Tenders

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### Consultant Services

### Module on Empowering Leadership & Positive Governance for 15 Patient organisations

## 1. EPF – General and Background Information

Please refer to the concept note available [here](#).

## 2. Purpose of the tender

The purpose of this tender is to select professional consultants to deliver a training module on Empowering Leadership and Positive Governance organised by the European Patients' Forum, hereafter referred to as the "EPF".

This training module is aimed for around 15 patient organisations (see target group in the concept note for more information).

## 3. Purpose and Nature of Services

The successful tenderer will provide high-quality services in the field of training design and delivery. They will have expertise in Empowering Leadership and Positive Governance for non-governmental organisations.

The precise methodology will be proposed by the tenderers as part of their bid and will be further defined and agreed upon through discussions with EPF.

However, the elements presented in the paragraph methodology need to be part of the methodology proposed by tenderers.

### Objectives

The overall objective of this module is to strengthen patient organisations by enhancing their leaders' leadership skills and consequently enabling positive governance, with the final objective of supporting patient organisations in positioning themselves as legitimate stakeholders, strong advocates and reliable partners on the national and European health policy environment.

Specific objectives:

- To improve participating patient organisations' leadership skills;
- To provide tools to support organisations' leaders in setting strategic priorities and planning for their NGO in a constantly changing environment;
- To explore the different but complimentary roles of the Board of Directors of and of the Executive staff and/or volunteers to foster positive governance;
- To strengthen the ability of patient organisations and their leaders to develop and maintain collaborative and influential relationships with a growing number of stakeholders in the national and European healthcare area (ex. government, policy makers etc.) by building their empowering leadership skills;

- To support the participating organisations in developing an efficient and easy to implement internal and external communications flow to boost their external visibility and the organisation's internal coherence;
- To boost the collaboration and networking opportunities as well as the exchange of practices among participants;
- To develop a toolkit on Empowering Leadership and Positive Governance that can be used by the patient community beyond the participating organisations and that will be publicly available on EPF online Resource Centre on EPF website.

## EXPECTED OUTPUTS

By the end of the module, the following outputs will be delivered by the participating organisations, with the support of the experts:

- 15 pre-&-post knowledge assessment tests that demonstrate an improvement of the participating organisations' knowledge and skills in empowering leadership and positive governance. The final output number will depend on the final number of participating organisations (at least one participant per organisation);
- 15 completed self-assessment reports in which participating organisations will define how they can improve the leadership and governance of their organisation;
- 15 action plans or mini-projects developed that take into account the participating organisation's organisational abilities;

## EXPECTED OUTCOMES

At the end of the module participants will have more confidence in their leadership skills, they will acquire strategic skills and better knowledge of EPF and external resources on the topic.

- Thanks to the pre-&-post knowledge assessment tests that the trainers will carry on we will be able to measure the impact of the trainers and the following key outcomes indicators:
- At the end of the module 70% of the participants feel at least 30% more confident and resourceful in terms of their internal and external organisational capacities, with a focus on empowering leadership skills and positive governance;
- At the end of the module 70% of the participants feel 30% more empowered and have better strategies for managing their organisation and key stakeholders;
- At the end of the module 70% of the participants know where to find relevant information on empowering leadership and positive governance.

## METHODOLOGY

This section outlines the proposed methodology for the delivery of this module. The precise and detailed methodology will be proposed by tenderers as part of their bid and will be further defined and agreed upon further to discussions with EPF.

The training methodology shall take into consideration the different natures of the organisations, namely their stages of development, size, and membership base, and their different sustainability levels. The proposed methodology should reflect these differences.

The proposed training will also attempt to strike a balance between theoretical frameworks and the practical aspects through coaching.

### 3.1.1 ASSESSMENT

A comprehensive assessment should be conducted at the beginning of the module by the experts. Its purpose is to assess the organisations' current knowledge-base, skillset and capacity in empowering leadership and positive governance. The assessment report will include a clear set of recommended measures on how participating organisations can improve their capacities. These could then be addressed by the experts during the face-to-face trainings and the coaching phase.

### 3.1.2 KICK-OFF MEETING

The CBP programme for all representatives of participating organisations will start with the Online Kick-off session (duration of 2 hours), aiming at:

- Present the programme objectives, benefits, duties;
- Verify the commitment and expectations of participating organisations;
- Increase awareness about the role and value of empowering leadership and positive governance and enhanced cooperation, as well as on the importance of collaboration and coordination with like-minded organisation;
- Identify leadership and governance issues which organisations can better address together while becoming stronger as a single organisation, and make sure the module can meet participants expectations.

### 3.1.3 1<sup>ST</sup> - INTENSIVE FACE-TO-FACE TRAINING

The CB module objectives, outputs and outcomes are usually used as a basis for developing learning objectives and detailed methodology for the 1st face-to-face training over a two-day long training.

Suggested methodology: presentations, presentation handouts, plenary sessions, individual and group exercises, practical tools, involvement of the participants as speakers and use of additional resources etc.

By the end of the training, each participant organisation should select a project related to developing an empowering leadership attitude and positive governance plan in which they require coaching support, and define how they prefer to collaborate with the experts.

The 1st Face to face training will take place in Slovakia (tbc) with the support of our local partner on the ground AOPP.

### 3.1.4 COACHING

Between the two face-to-face trainings, the local experts will provide guidance and mentoring, individual support and targeted advice to each participating organisation with regards to implementing their action plans and coaching projects. The coaching phase should help participants

to become more confident and skilful in leadership and positive governance and in forging relationships with the key internal and external stakeholders (ex.: decision-makers, member organisations, team members, board of directors, executive team etc.). The trainers will report to EPF monthly all the progress made by each participant.

### 3.1.5 2<sup>ND</sup> – FOLLOW-UP TRAINING

While the first face-to-face training will be organised at the beginning of the capacity building module, the follow-up training will be organised once the first coaching phase is completed. Its purpose is:

- To consolidate the learning of the first face-to-face training, if needed;
- To address questions and topics that emerged during the coaching phase and have not been fully addressed during the first face to face training;
- To give the opportunity to participating organisations to present and discuss the development and/or implementation of their coaching projects and what they have achieved so far and create a positive peer-to-peer feedback loop;
- To gather success stories which can be disseminated it via EPF communications channels.

Each training should be followed by the comprehensive evaluation.

### 3.1.6 FINAL COACHING AND COMPLETION OF THE MODULE

Following the 2<sup>nd</sup> face to face training, the organisations should integrate feedback and some comments collected during the training that might have been overlooked during the initial coaching phase. At the same time, the local experts will continue to provide a support to patient organisations. This would facilitate a finalization of their coaching projects on which they have been engaged on, as well as a dissemination of successful projects on EPF website.

### 3.1.7 FINAL EVALUATION

The final evaluation will be conducted by EPF at the end of the follow-up training. EPF will use this opportunity to ask participants about the topics for the next capacity building programme, including their satisfaction with the provided support.

Based on this suggested methodology, the tenderers should provide detailed explanations and evidence in how they will meet these specifications.

### 3.1.8 TOOLKIT ON EMPOWERING LEADERSHIP AND POSITIVE GOVERNANCE

The module will also be the occasion to develop a toolkit on Empowering Leadership and Positive Governance that will include desk research, theories, external resources and the learnings from the module. The toolkit will be written by the trainers and coordinated by EPF staff. The toolkit will be made available on EPF website accessible to EPF members and stakeholders.

#### 3.1.8.1 Objective of the publication

The main objective of this publication is to strengthen patient organisations by enhancing their leaders' leadership skills and consequently inspiring positive governance within their organisation, with the final objective of supporting patient organisations in positioning themselves as legitimate

stakeholders, strong advocates and reliable partners on the national and European health policy environment. The toolkit will be based on the learnings and content presented during the capacity building module to benefit the patient community beyond the participating organisations and that will be publicly available on EPF online Resource Centre on EPF website.

Specific objectives:

- To provide tools to support organisations’ leaders in setting strategic priorities and planning for their NGO in a constantly changing environment;
- To provide an easy and accessible document presenting theories and practical tips;
- To create a document on the topic targeted to patient organisations and their peculiarity;
- To improve patient organisations leaders’ leadership skills;
- To support patient organisations in developing an efficient and easy to implement internal and external communications flow to boost their external visibility and the organisation’s internal coherence;

### 3.1.8.2 Target audience

- Patient organisations’ leaders, and their teams;

### 3.1.8.3 Structure and Methodology

The report will be based on:

- The material and the interactions with the patient organisations participating in the EPF Capacity Building module on Empowering Leadership and Positive Governance;
- Desk research;
- Interview with selected patient organisations- to be conducted by the consultant in cooperation with EPF;
- The report will be written in British English in an accessible way;
- The report will be a balanced mix of theory and practical tips and examples readers can identify with;

## 3.2 TASKS AND DELIVERABLES

The successful tenderer shall deliver following deliverables based on the following tasks:

Task	Task Description	Days	Deliverables Description	Estimated Due Date
T0	Present the module and its expected outcomes and support EPF staff in delivery EPF Online kick-off meeting	0.5 days	A short ppt presentation with the main objectives of the module, the methodology and time commitment.	15 days after the signing of the contract
T1	Conduct the assessment of the current empowering leadership skills and	3 days	A comprehensive report which shows what are the experiences in empowering	

	knowledge on positive governance as well as the challenges related to the topic of each participating organisation and (approx.: 5 org per day, plus reporting) (15 organisations in total)		leadership and positive governance of each participating organisation, and a set of recommended measures to be addressed during the trainings and coaching phase.	30 days after the signing the contract
T2	Design a training methodology, and develop training materials to be used during the first face-to-face training,	2.5 days	Training agenda with a detailed description of learning objectives, topics, teaching approach and methodology, including presentations and exercises, in line with EPF suggested methodology	At least 10 days before the delivery of the first F2F training for EPF's approval and recommendations
T3	Prepare and deliver the 1 <sup>st</sup> face-to-face training (2 days long) for all participating organisations in Bratislava involving at least 1 representative per organisation (no more than 25 participants in total)	3 days	Draft empowering leadership and positive governance implementing strategies and plans developed with each participating organisation (15 in total) with a list of mini-coaching projects	60 days after signing the contract;
T4	Write the comprehensive training report of the 1 <sup>st</sup> face-to-face training	1 day	A comprehensive report of the first face-to-face training, including a description of presented and discussed topics, used methodology, participants' engagement, main outcomes, key issues/challenges faced during the training, including the recommendations, as well as an evaluation including direct participants feedback.	Max. 5 days after the training is delivered
T5	Follow-up by means of online mentoring/coaching/working together with each organisation to support them throughout the elaboration and finalisation of the empowering leadership and	21 days	Monthly progress report including an outline of a coaching plan, time and support provided, key issues and challenges, recommendations for each participating organisation –	On a monthly basis (preferably on 25 <sup>th</sup> of each month dedicated

	positive governance strategy and plan, and/or some specific mini-projects during which organisations will apply the learnings of the training (1.5 day per each organisation)		Reporting template to be discussed with EPF.	for the coaching phase)
T6	Design a training methodology, and develop training materials, including recommendations to be used during the 2 <sup>nd</sup> face-to-face training	2 days	Training agenda with a detailed description of learning objectives, topics, teaching approach and methodology	At least 10 days before the delivery of the training for EPF's approval and recommendations
T7	Prepare and deliver the 2 <sup>nd</sup> face-to-face training for all participating organisations involving at least 1 representative per organisation (no more than 25 participants in total, 2 days long)	3 days	A presentation on final strategies, plans and mini-coaching projects of each participating organisation and major accomplishment that can be used as 'good practices' and shared with other EPF member organisations through website etc.	30 days before the end of contract
T8	Write the comprehensive training report of the 2 <sup>nd</sup> face-to-face training, including a set of Good Practices	2 days	A comprehensive report of the second face to face training, including a description of presented and discussed topics, used methodology, participants' engagement, main outcomes, key issues/challenges faced during the training, including the recommendations, as well as a short evaluation.	15 days before the end of contract
T9	Write a comprehensive evaluation report on the entire module	2 days	A comprehensive report of the entire module including a description of presented and discussed topics, used methodology, participants' engagement, main outcomes, key issues/challenges faced	15 days before the end of contract



			during the training, including the recommendations, lessons learnt and recommendation for next steps	
T10	Toolkit on Empowering Leadership and Positive Governance	8 days	Based on the material used for the training and on the interactions with the participating organisations the trainers will propose a report outline to be validated by EPF and draft the report based on EPF comments.	10 days before the end of the contract
T10.1	Toolkit outline		Based on the material used for the training and on the interactions with the participating organisations the trainers will propose a report outline to be validated by EPF	
T10.2	Toolkit draft		First draft of the report, subject to EPF comments	
T10.3	Toolkit revision rounds		Final report	
In total days: 48 days				

All deliverables should be submitted in English language.

### 3.3 TIMEFRAME

The assignment shall start **as from the date of signature of both contracting parties** and shall be completed **by 30 November 2018**.

Tender submission and schedule of the work related to the training module:

<b>March – April 2018</b>	Assessment
<b>April 2018</b>	Online Kick-off Meeting
<b>May 2018</b>	1 <sup>st</sup> face to face meeting in Slovakia (tbc)
<b>May-September 2018</b>	Online Coaching phase

<b>September 2018</b>	2 <sup>nd</sup> Face to face Meeting in location to be defined
<b>October 2018</b>	Finalisation of coaching phase and Evaluation
<b>November 2018</b>	Toolkit on Empowering Leadership and Positive Governance

## 4. Volume of contract

The maximum contract price is EUR 14.400 including fees, administrative overheads and VAT.

The duration of the assignment is around 9 months. The minimum total number of days for the service is 48.

Travel and subsistence costs linked to travel will be covered in addition to the above-mentioned value.

## 5. Participation in the tendering procedure

### 5.1 TENDER SUBMISSION FORM

Applications should submit the following documents:

- Tender submission form (Template in Annex II)
- CV/s of people involved in implementing the Tasks
- The offer should be submitted to Elena Balestra, EPF Membership & Capacity Building Officer, [elena.balestra@eu-patient.eu](mailto:elena.balestra@eu-patient.eu)

### 5.2 TENDER PROCESS

EPF reserves the right to conduct the tender process and select the successful tender. EPF is not bound contractually or in any way to a bidder to this request for tender until EPF and the successful winner have entered into a written contract.

### 5.3 TENDER EVALUATION

Participation in this tendering procedure is open on equal terms to all natural and legal persons fulfilling the abovementioned eligibility criteria and language requirements. EPF may, in its discretion, extend the closing date and time of the tender.

The selection procedure will be based on the principles of equal treatment, fairness and transparency and on first three quality criteria (55%) and work plan & price (45%).

All applicants will receive acknowledgement of receipt of their proposal and will be informed of the outcomes of the selection process within maximum 10 working days following the submission

deadline. EPF is not obliged to provide reasons for its decision to shortlist; accept or reject any particular application.

Offers to the tender will be evaluated based on the following criteria:

<b>Qualitative award criteria</b>		
<b>Qualitative criteria 1:</b>	Relevance of the experience and expertise of the proposed team to the thematic of Empowering Leadership and Positive Governance including their assigned roles	<b>20 points</b>
<b>Qualitative criteria 2:</b>	Understanding of the nature and purpose of this service as well as patient organisations' capacity building needs on this thematic in its current context	<b>15 points</b>
<b>Qualitative criteria 3:</b>	Relevance, feasibility and quality of the detailed methodology proposed, including the work plan	<b>20 points</b>
<b>Qualitative criteria 4:</b>	Financial offer – best price within the maximum ceiling	<b>45 points</b>

Applicants must have excellent knowledge of the English language and be available to travel internationally at least twice during the assignment to deliver the face to face training.

## 5.4 EXCLUSION CRITERIA

Candidates or tenderers shall be excluded from participation in this procurement procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the EPF can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the EPF or those of the country where the contract is to be performed;
- e) they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Union's financial interests;

- f) following another procurement procedure or grant award procedure financed by the Union's budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations.

## 5.5 TENDER SCHEDULE

The assignment shall start as from the date of signature of both contracting parties and shall be completed by end of November 2018.

Tender submission and schedule of the work are as follows:

Launch Tender	EPF	02.02.2018
Close of the Tender	Tenderer	05.03.2018
Selection of the tenderer	EPF	15.03.2018
Briefing meeting/Contract Signature	EPF - Tenderer	19.03.2018

## 6. Terms of payment

Prices must be fixed amounts in Euro and will not be subject to revision. The amount of VAT should be shown separately on the invoice.

Costs incurred in preparing and submitting tenders are borne by the tenderers and cannot be reimbursed.

## 7. Quality issues

In delivering the service the tenderer shall ensure the highest quality standards of which EPF shall be the sole judge.

## 8. Confidentiality and conflict of interest

The Tenderer undertakes that they will not at any time, either before or after the termination of this service, use or disclose or communicate to any person confidential information relating to the affairs of EPF. This restriction shall continue to apply after the termination of the service without limit in point of time.

To ensure the independence of terms of their contract, the winning tenderer will sign a declaration certifying that they have no conflict of interests in relation to the tasks to be undertaken and undertake to inform Elena Balestra, EPF Membership and Capacity Building Officer should this status change.

## 9. Terms and conditions

EPF reserves the right to reject any and all proposals, in whole or in part, to advertise for new proposals, to abandon the need for services, and to cancel or amend this call for tender at any time prior to the execution of the written contract. EPF reserves the right to waive any formalities in the call for tender process. EPF may respond to questions or provide information from tenderers, and is under no obligation to provide such responses or information to all other tenderers.

By submitting a proposal, the tenderer agrees that:

- EPF may copy the proposal for purposes of facilitating the evaluation of the proposal and agrees that such copying will not violate the rights of any third party.
- It will not bring any claim or have any cause of action against EPF based in any misunderstanding concerning the information provided or concerning EPF's failure, neglect or otherwise, to provide the bidder with pertinent information as intended by this call for tender.

The accomplishment of a tendering procedure imposes no obligation on the EPF to award the contract. Should the invitation to tender cover several items or lots, EPF reserves the right to award a contract for only some of them. EPF shall not be liable for any compensation with respect to tenderers whose tenders have not been accepted. Nor shall it be so liable if it decides not to award the contract.

## 10. Contracting Authority

European Patients' Forum (EPF)  
Chaussée d'Etterbeek 180  
1040 Brussels  
[www.eu-patient.eu](http://www.eu-patient.eu)

## 11. Contact Person

Elena Balestra  
Membership & Capacity Building Officer  
[elena.balestra@eu-patient.eu](mailto:elena.balestra@eu-patient.eu)

## Annex 1- Concept note

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## Contents

1.	Introduction - EPF Capacity Building Programme (CBP) .....	16
2.	Why a Module on empowering leadership and organisational positive governance? .....	17
3.	Target group.....	18
4.	Objectives.....	18
5.	Outputs and Outcomes.....	19
5.1	Expected Outputs.....	19
5.2	Expected Outcomes .....	19
6.	Methodology and planned activities .....	20
6.1	Knowledge Assessment .....	20
6.2	Kick-Off meeting .....	20
6.3	1st Face-to-face training .....	20
6.4	Coaching phase .....	21
6.5	2nd Face-to-face Training – Follow up.....	21
6.6	Coaching Finalisation & Completion of the Module.....	21
6.7	Toolkit on Empowering Leadership and Positive Governance .....	21
6.7.1	Objective of the publication.....	21
6.7.2	Target audience .....	22
6.7.3	Structure and methodology.....	22
6.8	Evaluation .....	22
7.	Timeline.....	22

## 12. Introduction - EPF Capacity Building Programme (CBP)

**The Capacity Building Programme (CBP)** was designed in 2012 to respond to needs of the patient community which have been identified by our membership during previous activities of EPF. As such, it supports patient organisations to strengthen their role as equal players in the healthcare environment.

**The target group** is constituted primarily of representatives of EPF members: pan-European disease-specific organisations and national coalitions of patient organisations, including their members. EPF also targets other patient organisations representatives not affiliated with EPF following the principle of inclusiveness with the objective of growing the capacity of the patients' movement.

There are two main types of Capacity Building Programme activities:

- Core Capacity Building Programme modules (conducted at country level in the Central and Eastern European region, and EU level) which aim to increase the organisational capacity and advocacy skills of patient organisations;
- Thematic Capacity Building Programme modules (conducted at the European level), which aim at increasing the capacity of all partner patient organisations and their knowledge on specific topics such as patient safety, health technology assessment etc.

**Methodology:** our overall approach relies on flexibility and 'tailor-made' assistance, collaboration and sustainability:

- Each component of the Capacity Building Programme is shaped according to the different needs of patient organisations, considering their size, membership base, stages of development and the specific context in which they operate;
- The programme is driven by a EPF and the responsibility for implementing the modules is shared between EPF, the local experts, and for country-level modules with a lead-participating organisation that facilitates the operationalisation of activities in each country (in most cases the national coalition of the country);
- The programme is focused on developing capacities of patient advocates who are willing to use the knowledge acquired and are motivated to continue to improve the strategic position, the reputation and influence of their organisations beyond the delivery of Capacity Building Programme activities.

The programme activities are usually implemented in phases as follows: 1) needs/knowledge assessment, 2) intensive face-to-face training, 3) coaching, 4) follow up face-to-face training, 5) coaching wrap-up, 6) evaluation.

Other characteristics and benefits of our CBP include:

- Trainings and coaching activities are conducted by experts either in the local language or in English if the module is open to an international audience;
- Participants are encouraged to reflect and learn based on their situational context;
- Training groups are made of up to 24 participants enable meaningful interactions;
- The length of the programme allows participants to receive maximum learning inputs by organizing the coaching sessions in a way that works best for them (usually from 6 to 8 months per module);
- Participants benefit from the cross-fertilisation and networking process;



- The capacity development and progress of participating organisations is monitored, documented and shared on the EPF website for further learning;
- EPF, experts, organisations' leaders and participants meet periodically and suggest the topics for the following year's Capacity Building module in a collaborative manner.

Since 2012, the CBP is implemented in Cyprus, Bulgaria, Hungary, Romania, Slovakia and Poland offering participating organisations training modules on areas such as strategic and operational planning, fundraising, advocacy, strategic communication. A cross-cutting theme of the Capacity Building Programme is the promotion of sustainable, legitimate, and accountable patient organisations. Transparency and ethics are, therefore, a cross-cutting feature in all training modules.

### 13. Why a Module on empowering leadership and organisational positive governance?

The overarching theme of this year (2018) European capacity-building module is Empowering Leadership and Positive Governance.

With **Empowering Leadership**, we understand the process of sharing information, rewards, and power with team members (either paid staff or volunteers) and board members so that they can take initiative and make decisions to solve problems and improve service and performance. Empowering leadership share several characteristics like trust, competency, consistency, commitment and creates a positive circle in the organisation.

With **Positive Governance**, we understand the process for making and implementing decisions. It is not about making "correct" decisions, but about designing the best possible process for making those decision. Positive decision-making processes, and therefore, positive governance share several characteristics like transparency, accountability, collegiality, quality, role clarification and good working relationships.

Patient organisations and patient organisations' leaders are becoming more and more visible actors in the healthcare arena. This is an important and positive change. Nevertheless, it also brings new and bigger challenges:

- Organisations leaders exchange more frequently and more intensively with several stakeholders at the same time;
- Instable political situations and rapid changes in governments put extra pressure on patient organisations;
- The growth in visibility is not linked to a growth in financial and human resources of patient organisations, therefore they face more challenges and increasing demands from external stakeholders with small teams, mostly of volunteers and limited financial resources;
- Leaders of patient organisations are very charismatic and committed but in some cases, are lacking practical business knowledge necessary to run an NGO successfully.

During the module, participants will gain insight into the complexity of these issues and address them through interactive debates, group exercises and concrete action plans.

## 14. Target group

Our objective is to involve around twenty-four (24) leaders of patient organisations.

The programme targets preferably 2 high-level representatives per each organisation of:

- The EPF Member organisations at European or national-regional level mainly based in but not only in Slovakia, Bulgaria, Romania, Poland, Hungary, Western Balkans to continue the capacity building efforts that EPF carried on in the past years in these targeted countries and to stimulate high-level exchanges among patient advocates leaders;
- A cross-section of EPF Member organisations' membership;
- Other European or national-regional patient organisations not affiliated with EPF who have expressed an interest in participating in this capacity building module.

As a general eligibility rule, organisations participating in the CBP are the patient organisations who are:

- Legally registered association/NGO working for the direct benefit of targeted, disease-specific population in a specific geographical scope;
- National coalitions of patient organisations;
- European disease specific associations, federations or networks mandated to defend the interests of a population affected by a specific disease;
- Disease specific organisations active at national/regional level;
- The organisations participating in the module and its representative should commit to take part to the module during its whole duration by signing an enrolment contract presenting the duties and benefits of the programme;
- Participants should have a proficient level English written and spoken;

## 15. Objectives

The overall objective of this module is to strengthen patient organisations by enhancing their leaders' leadership skills and consequently enabling positive governance in their organisation, with the final objective of supporting patient organisations in positioning themselves as legitimate stakeholders, strong advocates and reliable partners on the national and European health policy environment.

Specific objectives:

- To improve participating patient organisations leaders' leadership skills;
- To provide tools to support organisations' leaders in setting strategic priorities and planning for their NGO in a constantly changing environment;
- To explore the different but complimentary roles of the Board of Directors of and of the Executive staff and/or volunteers to foster positive governance;
- To strengthen the ability of patient organisations and their leaders to develop and maintain collaborative and influential relationships with a growing number of stakeholders in the national and European healthcare area (ex. government, policy makers etc.) by boosting their empowering leadership skills;

- To support the participating organisations in developing an efficient and easy to implement internal and external communications flow to boost their external visibility and the organisation's internal coherence;
- To boost the collaboration and networking opportunities as well as the exchange of practices among participants;
- To develop a toolkit on Empowering Leadership and Positive Governance that can be used by the patient community beyond the participating organisations and that will be publicly available on EPF online Resource Centre on EPF website.

## 16. Outputs and Outcomes

### 16.1 EXPECTED OUTPUTS

By the end of the module, the following outputs will be delivered by the participating organisations, with the support of the experts:

- 12/13 pre-&-post knowledge assessment tests that demonstrate an improvement of the participating organisations' knowledge and skills in empowering leadership and positive governance. The output number will depend on the final number of participating organisations (at least one participant per organisation);
- 12/13 completed self-assessment report in which participating organisations will define how they can improve the leadership and governance of their organisation;
- 12/13 action plans or mini projects developed that suit the participating organisation's organisational abilities;

### 16.2 EXPECTED OUTCOMES

At the end of the module participants will have more confidence in their leadership skills, they will acquire strategic skills and better knowledge to EPF and external resources on the topic.

Thanks to the pre-&-post knowledge assessment tests that the trainers will carry on we will be able to measure the impact of the module and the following key outcomes indicators:

- At the end of the module, 70% of the participants feel at least 30% more confident and resourceful in terms of their internal and external organisational capacities, with a focus on empowering leadership skills and positive governance;
- At the end of the module, 70% of the participants feel 30% more empowered and have better strategies for managing their organisation and key stakeholders;
- At the end of the module, 70% of the participants know where to find relevant information on positive governance and empowering leadership.

## 17. Methodology and planned activities

This section outlines the proposed methodology for the delivery of this module. The precise and detailed methodology will be proposed by tenderers as part of their bid and will be further defined and agreed upon further discussions with EPF.

The training methodology shall take into consideration the different natures of the organisations, namely their stages of development, size, and membership base, and their different sustainability levels. The proposed methodology should reflect these differences.

The proposed training will also attempt to strike a balance between theoretical frameworks and the practical aspects through coaching.

### 17.1 KNOWLEDGE ASSESSMENT

A comprehensive assessment should be conducted at the beginning of the module by the experts. Its purpose is to assess the organisations' current knowledge-base, skillset and capacity in positive governance and empowering leadership. The assessment report will include a clear set of recommended measures on how participating organisations can improve their capacities. These could then be addressed by the experts during the face-to-face trainings and the coaching phase.

### 17.2 KICK-OFF MEETING

The CBP module for all representatives of participating organisations will start with the Online Kick-off session (duration of 2 hours), with the aim to:

- Present the programme objectives, benefits, duties;
- Verify the commitment and expectations of participating organisations;
- Increase awareness about the role and value of empowering leadership and positive governance and enhanced cooperation, as well as on the importance of collaboration and coordination with like-minded organisation;
- Identify leadership and governance issues which organisations can better address together while becoming stronger as a single organisation, and make sure the module can meet participants expectations.

### 17.3 1ST FACE-TO-FACE TRAINING

The CB module objectives, outputs and outcomes are usually used as a basis for developing learning objectives and detailed methodology for the 1st face-to-face training over two-day long training.

Suggested methodology: presentations, presentation handouts, plenary sessions, individual and group exercises, practical tools, involvement of the participants as speakers and use of additional resources etc.

By the end of the training, each patient organisation should select a project related to developing an empowering leadership attitude and positive governance plan in which they require coaching support, and define how they prefer to collaborate with the experts.

The 1st Face to face training will take place in Slovakia with the support of our local partner on the ground AOPP.

## 17.4 COACHING PHASE

Between the two face-to-face trainings, the local experts will provide guidance and mentoring, individual support and targeted advice to each participating organisation with regards to implementing their action plans and coaching projects. The coaching phase should help participants to become more confident and skilful in leadership and positive governance and in forging relationships with the key internal and external stakeholders (ex.: decision-makers, member organisations, team members, board of directors, executive team etc.).

## 17.5 2ND FACE-TO-FACE TRAINING – FOLLOW UP

While the first face-to-face training will be organised at the beginning of the capacity building module, the follow-up training will be organised once the first coaching phase is completed. Its purpose is:

- To consolidate the learning of the first face-to-face training, if needed;
- To address questions and topics that emerged during the coaching phase and have not been fully addressed during the first face to face training;
- To give the opportunity to participating organisations to present and discuss the development and/or implementation of their coaching projects and what they have achieved so far and create a positive peer-to-peer feedback loop;
- To gather success stories which can be disseminated it via EPF communications channels.

## 17.6 COACHING FINALISATION & COMPLETION OF THE MODULE

Following the 2nd face to face training, the organisations should integrate the feedback from the experts and peers and other comments collected during the second training that might have been overlooked during the initial coaching phase. At the same time, the local experts will continue to provide a support to patient organisations. This would enable the participating organisations to finalise the strategies and coaching projects they have been working on.

## 17.7 TOOLKIT ON EMPOWERING LEADERSHIP AND POSITIVE GOVERNANCE

The module will also be the occasion to develop a toolkit on Empowering Leadership and Positive Governance. The toolkit will be written by the trainers and coordinated by EPF staff. The toolkit will be made available on EPF website accessible to EPF members and stakeholders.

### 17.7.1 OBJECTIVE OF THE PUBLICATION

The main objective of this publication is to strengthen patient organisations by enhancing their leaders' leadership skills and consequently inspiring positive governance within their organisation, with the final objective of supporting patient organisations in positioning themselves as legitimate stakeholders, strong advocates and reliable partners on the national and European health policy environment. The toolkit will be based on the learnings and content presented during the capacity-building module to benefit the patient community beyond the participating organisations and will be publicly available on EPF online Resource Centre on EPF website.

Specific objectives:

- To provide tools to support organisations' leaders in setting strategic priorities and planning for their NGO in a constantly changing environment;
- To provide an easy and accessible document presenting theories and practical tips;

- To create a document on the topic targeted to patient organisations and their peculiarity;
- To improve patient organisations leaders’ leadership skills;
- To support patient organisations in developing an efficient and easy to implement internal and external communications flow to boost their external visibility and the organisation’s internal coherence;

### 17.7.2 TARGET AUDIENCE

- Patient organisations’ leaders and their teams (volunteers, paid staff);
- Patient organisation governing bodies (members of the Board, elected Officers);

### 17.7.3 STRUCTURE AND METHODOLOGY

The report will be based on:

- The material and the interactions with the patient organisations participating in the EPF Capacity Building module on Empowering Leadership and Positive Governance;
- Desk research;
- Interview with selected patient organisations- to be conducted by the consultant in cooperation with EPF;

The report will be written in British English in an accessible way;

The report will be a balanced mix of theory and practical tips and examples readers can identify with.

## 17.8 EVALUATION

Both face-to-face trainings should be followed by a comprehensive training report including a description of presented and discussed topics, used methodology, participants’ engagement, main outcomes, key issues/challenges faced during the training, including the recommendations, as well as an evaluation including direct participants feedback.

The final evaluation will be conducted by EPF at the end of the 2nd face-to-face training. EPF will use this opportunity to ask participants about the topics for the next capacity building module, including their satisfaction with the provided support. The trainers will also provide EPF with key data from the knowledge assessment and final evaluation as well as selected data from the evaluation questionnaire that will be compared and aggregated by the EPF staff.

## 18. Timeline

02/02/2018	Launch tender for trainers
February 2018	MOU with AOPP (first module)
2/02/2018-2018	5/03/2018 Tender for trainers open

02/02/2018- 15/03/2018	Gathering of expression of Interest from POs
April 2018	Online Kick-off meeting
April - May	Knowledge/Needs Assessment
May 2018	1st Face-to-Face training + Evaluation
June- September 2018	Coaching
September 2018	2nd Face-to-Face training + Evaluation
September -October2018	Wrap-up Coaching
October-November 2018	EPF Evaluation and Finalisation Toolkit

## Annex II: Tender Submission Form

Please fill in the form in English and leave the irrelevant parts blank and send it to Elena Balestra, EPF Membership and Capacity Building Officer by **the 5<sup>th</sup> of March EOB** together with a CV of people involved in implementing the action.

### 1. Information on the tenderer

The tender is submitted by

<b>Name of the tenderer<sup>1</sup></b>	
<b>Address</b>	
<b>City</b>	
<b>Postcode</b>	
<b>Country</b>	
<b>Website</b>	
<b>E-mail</b>	

The contact person for this tender is:

<b>Name</b>	
<b>Position/function</b>	
<b>Office address</b>	
<b>Telephone</b>	
<b>Fax</b>	
<b>E-mail</b>	

**The person authorized to represent the tenderer and to sign the contract is:**

<b>Name</b>	
<b>Position/function</b>	

<sup>1</sup> Please indicate the official name of the company/organisation/institution etc.

Only if the tenderer is a natural person indicate his/her name: in this case the information for 'contact person' and for the 'person authorised to represent the tenderer and to sign the contract' must be left blank.



Office address	
Telephone	
Fax	
E-mail	

## 2. Technical Part

As mentioned in the call for tender participation is open on equal terms to all natural and legal persons who meet the following criteria:

Qualitative award criteria		
<b>Qualitative criteria 1:</b>	Relevance of the experience and expertise of the proposed team to the thematic of Empowering Leadership and Positive Governance including their assigned roles	<b>20 points</b>
<b>Qualitative criteria 2:</b>	Understanding of the nature and purpose of this service as well as patient organisations' capacity building needs on this thematic in its current context	<b>15 points</b>
<b>Qualitative criteria 3:</b>	Relevance, feasibility and quality of the detailed methodology proposed, including the work plan	<b>20 points</b>
<b>Qualitative criteria 4:</b>	Financial offer – best price within the maximum ceiling	<b>45 points</b>

Please describe how you fulfil the requirements set out above.

**1 - Understanding of the nature and purpose of this service, with the focus on patient organizations' capacity building needs in Empowering Leadership and Positive Governance in its current context**

**2 - Relevance of the experience and expertise of the proposed team to the capacity building module topic, including their assigned roles**

**3 - Quality and relevance of the detailed methodologies proposed, with the work plan:**

### 3. Financial part

Please provide details regarding your financial offer (which will be scored as a part of 4<sup>th</sup> award criteria):

**1. Personnel costs**

Name of the trainer	Daily rate in Euros	Number of days	Total in Euros (specify if VAT inclusive)
Person 1			
Person 2			
<b>TOTAL:</b>			

**2. Other Costs involved in implementing the task: Please specify**

