



# **TENDER DOSSIER FOR FEASIBILITY STUDY**

**“PROSPECTS OF THE BARENTS EDUCATION NETWORK IN FORMATION OF  
THE BARENTS REGION HIGHER EDUCATION AREA”**

**Project “Development of International Marketing Network to Promote Barents Region  
Higher Education”**

**November 20, 2006**

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# 1. Instructions to Tenderers

## Project Title and Agreement Number:

Development of International Marketing Network to Promote Barents Region Higher Education  
Agreement Nr: 2004-3185 / 001-001 MUN MUN B41

Tenderers are expected to carefully examine and respect all instructions, Terms of Reference and specifications contained in this tender dossier. Failure to submit a tender containing all the required information and documentation within the deadline specified will generally result in rejection of the tender.

### 1.1. Participation

The tender is open to universities, research centres and other scientific, professional and learned societies interested in role and development of higher education.

### 1.2. Conditions for Submission of Tenders

Tender proposals (offers) must be delivered and received by the **18<sup>th</sup> December 2006 at 16:00** local time at the latest at the below mentioned address or via e-mail to [Harri.Malinen@ulapland.fi](mailto:Harri.Malinen@ulapland.fi)

University of Lapland  
International Office  
Harri Malinen  
Box 122, FIN-96101 Rovaniemi

Tenders submitted after the deadline will not be considered.

Subject of the e-mail letter and reference of the mail should bear 'tender for feasibility study' markings and each communication should contain personal contact details.

The tender shall be drawn up in English.

### 1.3. Content of Tender Proposal (offer)

The tender proposal submitted by the tenderer shall fully comply with the requirements set out in the tender dossier and comprise the following:

- A. Organisation of the work, method of work and experts proposed by the tenderer. The total amount of man-days proposed for each expert. The proposal must be coherent with the Terms of Reference.  
  
A description of how the cooperation with project partners, higher education institutions in the Barents region and other actors involved is envisaged during the feasibility study.
- B. Plan of work envisaged by the tenderer (data gathering, specific meetings (if any), data analyses, report writing etc).
- C. Presentation of the tenderer showing its experience and capacity in the relevant field and expert or group of experts proposed including Curriculum Vitae.
- D. Financial proposal comprising a detailed breakdown of costs expressed in euros. All costs shall be quoted including taxes.

#### 1.4. Evaluation of Tender Proposals and Selection of the Contractor

Tenders (offers) submitted according to the specifications and within the deadline will be assessed by a team consisting minimum of three people and results will be announced directly to the selected tenderer as well as on the web page [www.barentsedu.net](http://www.barentsedu.net) within 1 week from the last day for tender submission.

The proposals shall be evaluated, in particular, with regard to:

- organization, methods and plan of work proposed;
- experience of the tenderer for the provision of the feasibility study;
- qualification, experience and skills of the experts proposed for the provision of the feasibility study.

Economically the most advantageous offer having the highest quality / cost-effectiveness ratio will be selected.

The selected expert/expert team will be asked to design a detailed activity plan and sign an agreement with the University of Lapland within 2 weeks from the day the communication will be established with the selected tenderer.

#### 1.5. Additional information

Any request for supplementary information by any tenderer should be addressed to:

Mr Harri Malinen  
Project Manager  
Director of International Relations  
International Office, University of Lapland  
Rovaniemi, Finland  
Phone: +358 16 341 2208  
Fax: +358 16 341 4222  
E-mail: [Harri.Malinen@ulapland.fi](mailto:Harri.Malinen@ulapland.fi)

## 2. Terms of Reference

### 2.1. Background information

#### 2.1.1. Erasmus Mundus programme

Erasmus Mundus programme is established on 2003 by the European Commission (EC) and primarily seeks to enhance the quality and attractiveness of European higher education world-wide. The programme comprises four concrete actions: Erasmus Mundus Masters Courses; Erasmus Mundus scholarships; Partnerships; and Enhancing attractiveness. Extensive programme related information is published on the website

[http://europa.eu.int/comm/education/programmes/mundus/index\\_en.html](http://europa.eu.int/comm/education/programmes/mundus/index_en.html).

#### 2.1.2. The Project

During the first call for proposals with closing date for submission on 31 May 2004, project IMN; Development of International Marketing Network to Promote Barents Region Higher Education was approved (Agreement Nr: 2004-3185/001-001 MUN MUN B41). The project started its activities 1 October 2004 and will last until 30 September 2007.

The project is implemented in the partnership of thirteen higher education institutions from the Barents Region – Northern parts of Finland, Norway, Russia and Sweden that is coordinated by the University of Lapland, Finland. The total budget of the project is 342 991, 00 EUR from which 75% or 257 243, 25 EUR are covered by the EC grant from the Erasmus Mundus programme.

The overall objective of the project is **to increase competitiveness and promote quality offer of the Barents Region higher education through improved accessibility and structured co-operation among the Barents Region and third-country institutions.**

In overall, project shall result in increased incoming mobility to the Barents Region as well as in established and developed networks among the Barents Region and third-country institutions.

The specific objective of the project is **to develop International Marketing Network by jointly elaborated strategic administrative and advertising tools in order to market the Barents Region higher education in the world.**

The project is expected to result specifically in:

Result 1: Co-analysed and strategically developed international relations administration;

Result 2: Increased know-how and shared best practices on the Bologna Process implementation within partner institutions as a tool for promotion of the Barents Region higher education;

Result 3: Promoted Barents Region higher education in the world;

Result 4: Evaluated and disseminated project results.

At the moment the project has been ongoing almost for two years and most of the project activities towards achievement of the objectives and results have been completed. Implementation of the project has been carried out mainly according to the written project application. Nevertheless, there have been changes in the partnership at the very beginning of the project and project work plan has been amended.

Project has been externally evaluated in February 2006 and its progress technical and financial implementation report has been assessed and approved by the European Commission in July 2006. Since project's seminar held in Arkhangelsk, Russia on February 2006 project partnership is looking into future. It is time to pave the way for future network's activities. The feasibility study is called to assist a comprehensive needs assessment for continuous network existence and potential of enlarged network that concerns higher education institutions in the Barents Region.

## 2.2. Objectives of the feasibility study

This feasibility study is used to generate information and contribute to the future Action Plan for further network cooperation. The action plan will be developed during spring 2007 and finalised in the final project conference in May, 2007 in Kemi, Finland.

In order to assure the sustainability of the Marketing Network and its functionality and to proceed with the future planning of the Barents Education Network after the project period a basic feasibility study among existing and potential partners is necessary. The main objective is to study if there is a need in the Barents Region for better coordination of higher education marketing in the Barents Region and further establishment of the Barents Region Higher Education Area. The secondary objective of the study is to assess whether there is a need and a place for larger centrally coordinated network to meet such a need.

A specific focus shall be maintained in the line with the Erasmus Mundus IMN project "Development of International Marketing Network to Promote Barents Region Higher Education" and potential continuity after its end in September 2007.

## 2.3. Issues to be studied

The tenderer has the responsibility of designing a detailed scheme for feasibility study, realization of the actual study and reporting of the results (see later in this ToR). The objective is to investigate a need and potential for the enlarged, well-structured umbrella network for better coordination of the higher education marketing in the Barents Region.

It is important that during the feasibility study all higher education institutions in the Barents Region are interviewed. Also other stakeholders in the region working in the sector in the region are given their opportunity to voice their concerns and opinion.

The following will represent main subjects to be covered by the feasibility study.

1. Identification of the existing tertiary education structures and enhancing attractiveness related cooperation in higher education in the Barents Region
  - a. Identify together with the project coordinator all state recognised higher education institutions providing tertiary qualifications at least in undergraduate level. Institutions must have the right to issue such degrees themselves and their main office will have to be located in the geographical area defined as the Barents Region.
  - b. Identify the existing activities and levels of cooperation of each institution with respect to marketing and enhancing attractiveness of education offer
  - c. Assess the strategic value and objectives for future cooperation in higher education in the Barents Region cooperation.
2. Effectiveness and efficiency of the existing higher education cooperation in the region particularly focusing on marketing issues
  - a. Efficiency of coordination among various cooperation projects in the sector in the region
  - b. Awareness of the existing Barents Education Network and Erasmus Mundus IMN project among the Barents Region higher education institutions including awareness of project goals and activities.
  - c. Conformity of existing activities and projects in accordance to previously described cooperation objectives thus assessing need for enlarged organized network.
3. Feasibility and relevance of enlarged network as coordinating unit for region's higher education especially marketing
  - a. Enlarged Barents Education Network's potential in shaping and marketing the most northern part of the European Higher Education Area and the European Research Area.
  - b. Networks role in implementing overall regional and cross-border strategies as the Lisbon Strategy.
  - c. Barents Region higher education institutions interest in joining the enlarged network as of May 2007.
  - d. Potential commitment of higher education institutions in future for establishment and maintenance of the network

- e. Expected role of the enlarged Barents Education Network by the current and potential members
- f. Expected activities and responsibilities of the enlarged network
- g. Future outcomes and impact of the enlarged network
- h. Suggested organizational framework for the network establishment

#### **2.4. Plan of work and timetable**

The feasibility study will be carried out during the period January 2006 – February 2007.

The tenderer shall be using the empirical data collection approach based on online surveys and interviews with various stakeholders as well as desk study of the existing background information and available data on the sector in the region.

Experts performing the feasibility study are expected to be independent, impartial and objective, and to behave throughout the feasibility study in a professional manner. All the information made available to experts is to be treated as strictly confidential. No information may be divulged to third parties.

#### **2.5. Expertise required**

Experts carrying out the feasibility study must demonstrate.

- a broad general knowledge about the Barents Region, higher education sector in the region, preferably marketing of higher education and / or other areas relevant to the work;
- knowledge and a high level professional experience in administration, management, strategic planning and / or research related to the higher education organization, international cooperation and development of human resources.

Feasibility study shall be done in English thus a good command of English is obligatory.

#### **2.6. Reporting**

The expert / expert team is expected to elaborate a final feasibility study report presenting findings of the study, analyses of these findings, description of the methodology and recommendations for further structuring of higher education cooperation in the region with the focus on the IMN project continuity.

It shall be handed in to the IMN project coordinator, Harri Malinen in one original copy and as an electronic file in English until **12 February 2007**.

The design of the final report must be of a character that addresses project implementation structures, higher education institutions in the Barents Region, financial authorities and possibly wider audience, and where recommendations for future steps are made.

The size and the structure of the final report must be agreed with the University of Lapland. The tenderer might be asked to present the final report in a meeting with the representatives of higher education institutions in the Barents Region.