**MINISTRY OF FOREIGN AFFAIRS OF DENMARK**
*Danida*

# Appendix 1 Scope of Services

Tender for Monitoring, Evaluation, Accountability and Learning Unit for Syria-Iraq Peace and Stabilisation programme 2022-2025

## Terms of reference

## Section A: Assignment Specific Conditions

Comprise general information and specific conditions with regard to the Assignment.

## Section B: Technical specifications

Comprise information with regard to the minimum requirements and wishes that apply to the tender.

## Forms for Letter of Tender

## Section C: The Consultant's Technical Schedules

Comprise templates to be completed by the tenderer and included in the tender (will be included in the Agreement as part of this Appendix 1 and apply to the Assignment).

## Section D: Signature(s)

The tenderer must clearly mark and specify any provisos in the tender and sign this document.

# Terms of reference

## Section A: Assignment Specific Conditions

### 1. Background and Context

The Syria-Iraq Peace and Stabilisation Programme (SI-PSP) focuses on the immediate and medium-term stabilisation in Syria and Iraq and is coordinated and implemented as part of the Danish whole of government integrated approach.

The first phase of the SI-PSP (2016-2018) was launched by Denmark in 2016. The second phase of the programme was funded jointly between the Ministry of Foreign Affairs (MFA) and the Ministry of Defence (MoD) as part of the Danish Peace and Stabilisation Fund. The current and third phase of the SI-PSP was launched in January 2022 and will be implemented four years onwards.

The SI-PSP supports short-term improvements in stability as well as encouraging longer term transition, peacebuilding and reconciliation in Syria and Iraq. The different nature of the contexts in Syria and Iraq requires that the approach taken, and the nature of the engagements are different in each case, although on the issues of tackling violent extremist narratives, re-integration and preventing further displacement, the issues and responses are cross-cutting and highly relevant to both. Therefore, whilst an overarching Programme Objective covers both contexts, separate Theories of Change, Outcomes and Outputs have been developed for Syria and Iraq.

The overall objective of the SI-PSP 2022-2025 is to contribute towards inclusive peace and stability and reduce violent extremism and protracted displacement in Syria and Iraq. The SI-PSP contributes directly to Denmark's Foreign and Security Policy Strategy launched in January 2022, and to Denmark's Development Policy – The World We Share, 2021. The SI-PSP supports Denmark's National Action Plan on Women Peace and Security as it seeks to strengthen and mainstream a gender perspective in international peace and stabilisation efforts with all partners, including NATO, the EU, and the UN to increase their focus on women, peace and security.

The budget for the SI-PSP is expected to reach DKK 596.5M, including DKK 520M Official Development Assistance (ODA) funds from the MFA and DKK 76.5M non-ODA funds from the MoD.

Actual contributions per year are dependent on parliamentary budget approval in compliance with the Danish Finance Act and a possible new Defence Agreement after 2023.

The SI-PSP 2022-2025 budget includes DKK 120.5 million in unallocated funds. In line with the principles of Doing Development Differently, these funds are intended to help adjust the programme to future context developments and opportunities, and it is therefore anticipated that most of these will be allocated in year 3 and 4 of the implementation period. Whereas it is not possible at this stage to predict where unallocated funds will be spent, some funds are expected to be allocated to existing programme partners. Unallocated funds can be used to scale-up successful engagements or add limited new activities to these engagements to cater for a developing situation, as well as possibly establishing new engagements.  This is preferable to seeking significant changes to existing project agreements in the light of policy developments which could be disruptive for ongoing projects and for relationships with partners and is therefore one of a number of tools that can help facilitate adaptive management. However, the number of partners and engagements might change during the programme period depending on the contextual developments, progress obtained and programmatic priorities.

The SI-PSP 2022-2025 will end on 31 December 2025 but final programme reporting and monitoring must be covered in the subsequent period of approximately 9 months to finalise all engagements.

The SI-PSP 2022-2025 has 14 engagements under individual agreements with partners. Furthermore, five engagements from the SI-PSP 2019-2021 are still under implementation and are expected to be completed during 2022.

The 14 engagements supported by the SI-PSP 2022-2025 are as follows:

| Regional | |
|---|---|
| *Engagement* | *Partner* |
| Support to D-ISIL Coalition Counter-Daesh Communications Cell (non-ODA) | United Kingdom Foreign, Commonwealth and Development Office (UK FCDO) |
| **Syria** | |
| *Engagement* | *Partner* |
| TDA – Advancing democratic accountability and transition in Syria (ODA) | The Day After |
| Support to Syrian Civil Defence (ODA) | United Kingdom Foreign, Commonwealth and Development Office (UK FCDO) |
| Stabilisation projects in Northeast Syria through KfW (ODA) | Syria Recovery Trust Fund |
| Supporting IDP return communities in NES through US DoS (ODA) | START (US Department of State) |

| Support to Baytna (ODA) | Baytna |
|---|---|
| Support to Syrian Network for Human Rights (SNHR) (ODA) | Syrian Network for Human Rights |
| Syria Peace Initiative (ODA) | Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) |
| Supporting UN Political Efforts on Syria (ODA) | United Nations Department of Political and Peacebuilding Affairs (UNDPPA) |
| **Iraq** | |
| ***Engagement*** | ***Partner*** |
| Security Sector Reform and Local Police Development (ODA) | United Nations Development Programme (UNDP) |
| Criminal Justice (ODA) | United Nations Investigative Team to Promote Accountability for by Da'esh/ISIL (UNITAD) |
| Protecting civilians impacted by explosive ordnance and enabling humanitarian action, socio-economic development (ODA) | United Nations Mine Action Service (UNMAS) |
| Social Cohesion Programme (ODA) | United Nations Development Programme (UNDP) |
| Stabilisation through PME capacity building (non-ODA) | Danish Defence College |

The institutional and management arrangements of the SI-PSP are based on the Guidelines for the Peace and Stabilisation Fund and a Whole-of-Government Approach with the overall responsible decision-making body for the Fund being the Inter-Ministerial *Steering Committee* (SC) comprising high-ranking representatives from the Prime Minister's Office, MFA, MoD and the Ministry of Justice. However, appropriations above DKK 5 million are subject to approval by the Steering Committee and subsequent resolution by the relevant ministers. The relevant unit is responsible for ensuring the relevant Minister approval. The MFA and the MoD provide the funding, both ODA and non-ODA, to the Fund. Only ODA SI-PSP engagements are funded by the MFA. Supported by a Whole-of-Government Secretariat, the SC oversees the programme to ensure the alignment with Danish policy priorities and the coherence of policies and strategies affecting the Danish peace and stabilisation agenda. MENA has the responsibility for the SI-PSP programme and its implementation.

The MFA and MoD are not physically represented with staff in Syria and the embassy in Iraq has limited resources and access, as security concerns and political considerations limit travel to many areas. The opportunities for direct Danish monitoring of programme activities and results are therefore limited, and the SI-PSF relies heavily on monitoring and reporting from engagement partners. The ability of engagement partners to provide robust monitoring of progress and risks has therefore been an important factor when

selecting engagements. The overwhelming majority of the budget is implemented by partners with solid management and monitoring mechanisms, some are managed through delegated agreements with the UK FCDO and the Department of State (D-ISIL Communications Cell, Syria Civil Defence, and START); other engagements are managed by trusted international partners including GIZ, and the UNDP, UNMAS, UNITAD and other multi-donor engagements are all physically present with monitoring capabilities, either through own M&E staff or through third-party monitoring arrangements; the latter, particularly in Syria. For CSO partners in Syria that have a direct engagement with Denmark, the programme will consider additional initiatives to ensure adequate monitoring.

The SI-PSP 2022-2025 includes a DKK 20 million budget for a MEAL unit (including options and possible renewals), to be implemented by a MEAL expert hired through this tender process (i.e. the Consultant), to support MENA with programme strategic monitoring. The MEAL unit is expected to undertake programme related tasks in close coordination with a MFA posted staff in Istanbul.

## 2. Purpose

The present Assignment aims at supporting MENA (also referred to as the Client) with capturing performance, progress, obstacles and set-backs, tangible results and achievements at different levels, to be reported on and as a basis for lessons learned and possible changes, adaptation and revisions to the programme.

The Assignment will comprise the following:

- The overall SI-PSP 2022-2025 and all its ODA-engagements;
- A number of additional engagements if approved under the unallocated funds;
- ODA-engagements still under implementation from SI-PSP 2019-2021.

The institutional and management arrangement of the SI-PSP aim to strengthen programme efficiency and effectiveness, facilitate learning and ensure informed decision-making by MENA and its partners related to implementation and development of the programme. The SI-PSP has been developed within the principles of MFAs "Doing Development Differently". Specifically, the SI-PSP:

- Support larger coherence and synergies between Danish instruments for a more holistic approach to Danish support including coherence with other donors. This will be done by maintaining a close dialogue with other Danish interventions in the region, including Syria and Iraq such as Support to Syria and Syria's Neighbourhood (SSSN) programme, Syria Regional Displacement and Protection Programme (RDPP), the Danish contributions to NATO Mission in Iraq and the EU Advisory Mission as well as

consultations with other donors. The SI-PSP will throughout its implementation work towards increased coherence across the Humanitarian, Development and Peace nexus, initially through sharing conflict and context analysis and establishing common overarching objectives with the SSSN programme. The management and monitoring and evaluation arrangements for the programme will identify and act on opportunities to achieve greater coherence.

- Apply an adaptive approach focusing on promoting results, continuous learning and decision-making, and local ownership. The monitoring, evaluation and learning approach will describe this in more detail. It will monitor assumptions and risks against developments in the context and progress with implementation.  A prerequisite for this is a need to consult, listen and discuss with engagement partners and other stakeholders and to learn from these discussions and programme successes and challenges. Stabilisation advice provided either in-house or potentially through other mechanisms will play a major role in this process and should ensure that experiences, lessons learned from implementation and recommendations for adaptation are clearly described in the bi-annual programme-level reports in particular. This will help the SI-PSP management to be up-to-date and well informed about changing scenarios and lessons learned enabling them to make decisions about adjustments in programme implementation on a well-informed basis. Depending upon the precise situation, adaptive options could include increasing funding to well performing engagements, reducing or removing funding to poor performers, providing additional focused technical support, and intensified monitoring through additional milestones.

As part of the adaptive management approach the SI-PSP will use outputs from monitoring reports and ongoing consultations with engagement partners and other stakeholders for learning to inform adjustments to the SI-PSP as well as future Danish engagements. To support learning and adaptive management the SI-PSP will when relevant, commission external reviews and evaluations.

A strong MEAL component will allow for necessary and timely adjustments to the programme design in the course of implementation. The purpose of a well-established MEAL unit will be to support ongoing and future programming to continue and complement, rather than duplicating existing efforts, thereby ensuring consistency in approaches despite the involvement of shifting partners. This is particularly critical with regards to the localized focus of the programme, where it must be expected that localized adaptive measures will differ across the area of implementation.

A Mid-Term Review is expected to be completed during the second year of the programme to gauge overall performance of the programme including progress towards expected results as well as developments in risk factors. In line with the introduction of Doing Development Differently into Danish Development assistance, the Mid-term Review is also expected to be a comprehensive stocktaking of the programme assessing strategic developments, lessons learnt, challenges and continued relevance of the Theory

of Change. It is strategically planned to be completed in the second year (2023) of the programme to enable sufficient time for the Mid Term Review to provide guidance for programme adjustments, potential discontinuations and allocation of the unallocated funds.

## 3.   Objective

The objective of the Assignment is to ensure regular and proper monitoring, reporting and learning of the SI-PSP 2022-2025 at its programmatic level, across the two countries and each of the ODA-engagements and target interventions as well as the remaining active ODA-engagements from SI-PSP 2019-2021.

The MEAL unit will support MENA in:

- Establishing and facilitating a functioning MEAL unit, including risk management system for the Syria-Iraq Peace and Stabilisation programme 2022-2025 and its ODA-engagement documents based on results framework(s), theory of change and risk set up in order for MENA to strengthen programme efficiency and effectiveness, facilitate learning and ensure informed decision-making by MENA and its partners related to implementation and development of the programme.

The MEAL unit will further assist MENA with:

A) An overview of overall progress of the SI-PSP 2022-2025 against the SI-PSP objectives and theories of change in the programme.
B) A detailed assessment of progress of individual ODA-engagements under SI-PSP based on the SI-PSP partners' reporting, consultations and field mission assessments.
C) Monitoring, evaluation, accountability and learning responsibilities in accordance with the Guidelines for the Peace and Stabilisation Funds and with the Guidelines for Country Strategic Frameworks Programmes and Projects.
D) Biannual reporting and assessments, evaluation and learning and contribute to strengthening the impact of SI-PSP.
E) Adjusting theories of change, programme outcomes, outputs and individual ODA-engagements continuously during the programme period including formulating new ODA-engagements to remain relevant to the contextual developments and Danish policy priorities.
F) Monitoring and reporting on developments in and around Iraq and Syria relevant to the programme implementation, including developments related to the context, risks, partners and other donors.
G) Final results reporting. The final reports will present progress against expected results, theories of change, scenario planning and risk developments, and major lessons learned by the partners and MENA.

## 4. Risks

Risk management is an iterative process, and risks will need to be regularly monitored due to the considerable contextual, institutional, and programmatic risks associated with the programme.

*Contextual risks* are important in a Syria-Iraq context given the highly insecure and unstable nature of the political and security situation in both countries. In Syria, the SI-PSP focusses on non-regime-controlled areas. These are by definition, fragile, with no legally recognised government providing services and protection for the civilian population. In Iraq, whilst the Federal Government and the Kurdish regional government are relatively stable, locally in areas liberated from ISIL conditions remain challenging and contest for control of local government remains fierce. Political changes in Syria or Iraq could have significant impacts on the viability of SI-PSP contributions. However, overall, whilst for instance, a period of post-election political instability in Iraq is likely, it is not judged that in the first years of SI-PSP implementation that the overall programme or its objectives will lead to a major change in risk assessment or programme continuity. However, if they do, MENA expects the MEAL unit to assess the necessary needs for adaptation. At the broader regional level, specific changes in the political, economic and conflict context could have an effect on the continued relevance and thus the success or otherwise of SI-PSP implementation. These include significant deteriorations in the context in neighbouring countries, in particular Lebanon with regard to the Syrian context, and indeed in Syria with regard to its potential spill-over effects for Iraq. Similarly, there are cross-cutting thematic phenomena which could affect parts of the wider region and by association, both Syria and Iraq. These include increased migration across the region, and a re-emergence of ISIL.

*Programme level risks* are inevitable in challenging contexts where (in Syria) some programme engagement partners are regularly targeted by the regime and its backers or (in Iraq) where progress with the overall government reform agenda is determined by political willingness to change a system which delivers considerable benefits to those in power. However, in both contexts, SI-PSP partners have been selected according to their ability to 'get things done' and their track record in working with Denmark and other donors on similar issues previously. In Iraq, the reliance on UN departments or agencies which have long track-records and enjoy functional relationships with government provides assurance that they will be able to deliver well against their peace and stabilisation engagement document, PSED, commitments. In Syria, the focus on civil society actors with whom Denmark has enjoyed long and successful partnerships provides confidence that they will be able to maintain their commitments with the correct levels of management and oversight of operational and financial activities. The MEAL unit should assist to ensure that this continues to be the case.

*The institutional risks* to Denmark are well understood by the MFA and MoD. Despite the challenging political and conflict-affected contexts, Denmark has engaged in both countries for many years on peace and stabilisation issues and has a well-developed understanding of national and international policy frameworks within which the SI-PSP is situated.  In Syria, alignment with EU Council Conclusions and with UN Security Council Resolutions provide a clear policy within which the SI-PSP is nested. Similarly in Iraq, Danish Foreign and Security Policy and UNSC resolutions regarding ISIL and the establishment of UNAMI provides a clear justification for the choice of thematic and geographic priorities. There are actors who criticize international support for non-regime held areas in Syria or for ongoing engagement in Iraq. However, these narratives are well known and understood by Denmark and do not create additional risks above those which have been identified and managed during previous PSP phases. In addition to these external institutional risks, there are also risks associated with the SI-PSP in terms of the potential reputational implications of poor implementation, or of high-profile events affecting engagement partners. The changes to existing well-regarded and effective PSP management and advisory arrangements raise such a risk, requiring ongoing and careful monitoring of the application of new management arrangements.

*Risk management* will be undertaken dynamically throughout the PSP implementation period. Biannual PSED reporting to the Peace and Stabilisation Fund Steering Committee will provide an opportunity to revise programme-level risk assessment; the Mid Term Review of the SI-PSP will include a review of the contextual, programmatic and the institutional risks as well as of risk management processes during the first period of implementation. The role of SI-PSP advisory capacity is important for maintaining ongoing risk assessment and management including through regular engagement with partners and with the political and conflict context in which they operate. Finally, Denmark is actively coordinating with other donors in the SI-PSP through participation in relevant working groups and other fora and through dialogue several pooled fund arrangements and delegated partnerships with large stabilisation actors. These provide excellent and ongoing opportunities for Denmark to share risk assessment with others who have their own mechanisms for assessment and analysis, which can be used by Denmark to elaborate and triangulate its assessments. MENA expects the MEAL unit to support the risk management throughout the programme period. Specific tasks in this regard is outlined in section 5; scope of work.

## 5. Scope of Work

The SI-PSP will be monitored according to the Monitoring, Evaluation, Accountability, and Learning (MEAL) principles[1]. Monitoring will be implemented at two levels; **engagement results-based monitoring** and **strategic monitoring**.

The MEAL unit will assist **with the engagement Results-Based Monitoring** which aims with providing the information needed to assess whether engagement performance is as expected. The focus in the monitoring will be on measuring the progress towards achieving outputs and outcomes at engagement level and will include the compilation, assessment, and presentation of monitoring information according to the agreed results-based frameworks and indicators defined for each engagement. Engagement results-based monitoring will be implemented by the engagement partners, but monitored and quality assured by the MEAL unit.

**The programme Strategic Monitoring** will provide the information and analysis needed for strategic level decision-making, adaptive management, learning[2] and accountability by the MENA. This strategic level monitoring is where contextual changes and risks, including financial through annual audits, will be monitored and analysed. It will also include impact monitoring. The SI-PSP operates in a political challenging, fluid and fragile context.

The Consultant must perform the following Services, however not limited to:

- Draft annual work plans before the end of December each year for the contract period (maximum 4 in total) for the MEAL unit for MENA approval;
- Assist partners, where needed, with improving their reporting formats, results framework, theory of change and risk management setup including the risk matrix on an annual basis;
- Participate in maximum 10 field visits annually to Iraq to verify the relevance of indicators, identify practical and conceptual challenges of monitoring, field level risks, etc. and to participate in meeting on a programmatic level hosted by partners;
- Liaise and coordinate closely with MFA staff in Copenhagen and MFA posted staff in Istanbul on programme related issues. Close cooperation with the MFA posted staff is expected;

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[1] As described in the most recent Guidelines for Country Strategic Frameworks, Programmes & Projects. The principles include (1) tracking real-time progress, (2) continuous learning and identifying needs for adjustments, (3) ensuring that information exists for adaptive management, (4) documenting unintended effects, both positive and negative, and (5) assessing real impact on the ground.

[2] While the key responsibility for 'learning-focused' monitoring is with the partners, MENA needs to ensure that learning is taking place and that learning informs strategic decision-making in line with the Guidelines for Country Strategic Frameworks and Projects.

- Regularly and upon specific invitation participate in MFA staff meetings relating to monitoring and reporting on ODA-engagements and the programme (maximum 2 virtual meetings per week);
- Undertake maximum 8 visits annually in Turkey and to Lebanon as well as to Copenhagen and Brussels in consultation with engagement partners, MENA and the Danish embassies in Ankara, and Beirut. Travel to Syria, including Northwest and Northeast Syria, is not expected due to the security situation;
- On quarterly basis, assist Syrian civil society organisation partners with developing their capacity in terms of financial management, internal management procedures and compliance with MFA guidelines;
- Assist MENA and the MFA posted staff in Istanbul to process the partners' monitoring reports (minimum one annual narrative progress report and one financial report from each partner, and biannual progress reports are not uncommon and at times quarterly reports are used) to yield the elements needed for inputting into the MFA reporting and transparency systems;
- Ensure that partners implement and follow the procedures, requirements and reporting schedules in accordance with the agreements, PSEDs and relevant MFA guidelines on a biannual basis;
- Liaise with other stakeholders in the region to stay abreast of contextual and political developments in Iraq and Syria and in the region that may potentially influence the SI-PSP 2022-2025 and individual ODA-engagements. This will happen in close cooperation with the MFA posted staff in Istanbul;
- Biannual SI-PSP ODA-engagement and programme progress reports based on input received from partners, presenting progress against expected results and agreed work plans, risk developments, and major lessons learned by partners in the reporting period (maximum 7 during the contract period);
- Assist MENA with drawing up maximum 4 Terms of Reference for technical reviews and other reviews such as Mid-Term Review;
- Produce 1 overall mid-term status report for the SI-PSP 2022-2025 in 2023 demonstrating progress according to the result frameworks, theory of change, assessment of the risk matrix and the risk management, contextual and programmatic challenges and recommended solutions to be used for the Mid-term Review of the programme expected to take place in the second half of 2023. This should cover the overall programme and ODA-engagements;
- Assist MENA with scoping, assessing and formulating maximum 5 new engagements to be funded with unallocated funds;
- Promote shared learning through close coordination with partners;
- Liaise and coordinate with MENA on communication and public diplomacy on possibilities for maximum of 16 case stories and other communication initiatives (maximum 8 related to ODA-engagements in Iraq supported by Denmark and maximum 8 case stories related to ODA-engagements in Syria supported by Denmark. Travel to Iraq, Turkey and other destinations in the region is expected. For Iraq maximum 2 visits annually. Travel to Syria, including Northwest and Northeast Syria, is not expected due

to the security situation. The case stories have to target different communication platforms and websites, and have to combine text, images and audio/video materials;
- Undertake dialogue meetings on programmatic related issues with engagement partners on ad hoc issues as and when required (maximum 2 meetings per month);
- Draft final results reports on all ODA-engagements under SI-PSP 2022-2025. The final reports will present progress against expected results, theories of change, scenario planning and risk developments, and major lessons learned by the partners and MENA;
- Draft 1 final results report on programme level. It will present progress against expected results, theory of change, scenario planning and risk developments, and major lessons learned by the partners and MENA. MENA will provide the template for the final results report. The final result report will be used in completion of the Final Results Report (FRR) for SI-PSP 2022-2025, closure of the programme in the MFA system.

The MEAL unit will use the MFA reporting formats (please see section 14; background documents).

## 6. Outputs

Major outputs delivered by the MEAL unit include the following:

- Annual work plans for 2023, 2024, 2025 and 2026 for the MEAL unit for MENA approval;
- Annual recommendations to partners on reporting formats, results framework, theory of change and risk management setup including the risk matrix;
- Documentation of maximum 10 field visits annually to Iraq;
- Documentation of maximum 2 MFA staff meetings per week relating to monitoring and reporting on ODA-engagements and the programme;
- Documentation of maximum 8 visits annually in Turkey and to Lebanon as well as to Copenhagen and Brussels;
- Quarterly recommendations to Syrian civil society organisation partners on developing their capacity in terms of financial management, internal management procedures and compliance with MFA guidelines;
- Biannual reviews on whether partners implement and follow the procedures, requirements and reporting schedules in accordance with the agreements, PSEDs and relevant MFA guidelines;
- Documentation of dialogue with stakeholders in the region on contextual and political developments in Iraq and Syria and in the region that may potentially influence the SI-PSP 2022-2025 and individual ODA-engagements;
- Maximum of 7 biannual SI-PSP ODA-engagement and programme reports;

- Maximum of 4 draft Terms of Reference for technical reviews and other reviews such as Mid-Term Review;
- 1 overall mid-term status report for the SI-PSP 2022-2025 to be used for the Mid-term Review of the programme. This should cover the overall programme and ODA-engagements;
- Documentation of maximum 5 new engagements to be funded with unallocated funds
- Documentation of shared learning and close coordination with partners;
- Documentation of maximum 2 dialogue meetings per month on programmatic related issues with engagement partners on ad hoc issues;
- Final results reports on all ODA-engagements under SI-PSP 2022-2025;
- 1 overall final results report on programme level;
- Other outputs as may be required (e.g. written material to MENA on programme relevant developments, information needed for inputting into the MFA reporting and transparency systems).

Major communication outputs include the following:

- Maximum 16 case stories and other communication initiatives (maximum 8 related to ODA-engagements in Iraq supported by Denmark and maximum 8 case stories related to ODA-engagements in Syria supported by Denmark for external audience on different communication platforms and websites.

## 7. Timing

The Assignment is planned to start on 1 November 2022 and runs until 30 September 2026.

## 8. Options

Additional services

In addition to the above-mentioned main work streams, MENA may also wish to request the Consultant to carry out certain other tasks that to varying degrees are related to monitoring, learning and communication, cf. Section 3.03 of the Agreement. Examples could be studies related to assessments, or assistance related to particular opportunities for communication.

The tasks will be financed from a reserve fund of DKK 2 million. However, there is no commitment by MENA to utilise the total amount of the reserve fund.

## 9. Reporting Requirements

| Month | Tasks |
|---|---|
| January | • Invoice of the first two months (November-December) accompanied by a financial statement and an audit statement, cf. Section 14.03 of the Agreement |
| March | • Update of cash flow estimate, cf. Section 14.02 of the Agreement |
| April | • Invoice of first quarter (January-March), cf. Section 14.03 of the Agreement |
| July | • Invoice of second quarter (April-June), cf. Section 14.03 of the Agreement |
| September | • Update of cash flow estimate, cf. Section 14.02 of the Agreement |
| October | • Invoice of third quarter (July-September), cf. Section 14.03 of the Agreement |

In addition to the above-mentioned reporting, the Consultant shall submit the following reports on the progress and results of the Assignment to MENA:

- 1 month into the Assignment: A succinct mobilisation report stating the progress of implementation of the initial tasks of the Assignment, and any practical or other constraints and challenges that the Consultant would like to discuss with MENA at an early stage and a work plan for the remainder of the year.
- End-of-the-year reports for 2023, 2024 and 2025, including work plans for 2023, 2024 and 2025; stating the progress made against the agreed work plan, any major deviations from the work plan, any constraints and challenges that necessitate intervention by MENA, any suggestions of changes to the work plan and/or agreed approach, and the consumption of funds relative to the budget.

- Every 6 months: Brief biannual reports stating the progress made against the agreed work plan, any major deviations from the work plan, any constraints and challenges that necessitate interventions by the MENA Department, any suggestions of changes to the work plan and/or the agreed approach, and the consumption of funds relative to the budget.

## 10.        Management

MENA

The SI-PSP is anchored in the Department of Middle East and North Africa (MENA) of the MFA in cooperation with the MoD, with day-to-day interaction with engagement partners, other donors and stakeholders in the region, and ongoing monitoring of the programme. The MFA has a posted SI-PSP staff in Istanbul that assists with the monitoring of the programme. The MFA appointed programme coordinator for SI-PSP is responsible for the management for the Assignment on behalf of MENA.

The MFA posted staff in Istanbul assists MENA among others with ensuring the management and quality assurance of the SI-PSP as well as with the ongoing dialogue with partners. The MFA posted staff in Istanbul reports directly to the SI-PSP programme coordinator in the MENA Department in Copenhagen.

MENA and the MFA posted staff in close consultation with MOD is responsible for the overall programme management and coordination as well as responsibilities for the political and strategic dialogue with main stakeholders, other donors and partners.

All tasks are to be carried out under the guidance of MENA.

The Consultant

The Consultant is responsible for delivery of the outputs required and for internal management of the MEAL unit.

Duty station is Istanbul, Turkey, where a number of the engagement partners are located and others are easy to reach by direct flights. In addition, a posted MFA staff is based at the Consulate General in Istanbul covering the programme, and close coordination is expected.

The MEAL unit is expected to undertake travel on a regular basis in Turkey and to Iraq when feasible, to visit Danish supported activities in the field and participate in meetings hosted by partners, and with some travel in the region and to other international

destinations as required – including Copenhagen. Travel to Syria, including Northwest and Northeast Syria, is not expected due to the security situation.

The Consultant's MEAL unit will be composed two Key Staff working full-time:

- A Monitoring, Evaluation, Accountability and Learning (MEAL) expert responsible for the Iraq component of the SI-PSP;
- A Monitoring, Evaluation, Accountability and Learning (MEAL) expert responsible for the Syria component of the SI-PSP;

The MEAL tasks cannot be divided between more than the two MEAL experts.

A Communication expert will assist the MEAL unit and be responsible for tasks related to the communication elements of the Assignment, e.g. in the production of case stories targeting different communication platforms and websites.

The MEAL unit has a supportive role vis-a-vis the partners, and MENA will continue to be seen and understood as the primary counterpart for the partners. The Assignment is not to be understood by any of the stakeholders as a delegation by MENA of any of its responsibilities to the Consultant, and MENA will define and redefine the practical approach to the respective roles of the Consultant and MENA as needed. This will happen in response to the evolution of the Assignment and in consultation with both the partners and the Consultant.

The Consultant's management team at headquarter level will also include quality assurance of the work of the unit working directly with MENA and a contract manager with whom MENA can discuss contract-related issues.

## Cooperation between MENA and the Consultant

The MFA posted staff in Istanbul and the MEAL unit are expected to constitute a team with close cooperation, preferably on a daily basis. In consultation with MENA, the MEAL unit may coordinate directly with other relevant departments in the MFA, including the Department for Migration, Stabilization and Fragility and the Department for Financial Management and Support, and with the MoD ïf relevant. The MoD has the management responsibility of the non-ODA engagements.

It follows from this that a thorough initial efforts by MENA and the Consultant to align expectations and agree on a constructive *modus operandi* is essential for the Assignment to deliver as expected, and that continuous and close consultation between the two parties throughout the Contract Period is equally important. This is envisaged to take place as a matter of routine at the level of Copenhagen and Istanbul (between MENA and the MEAL unit).

It is the responsibility of each partner under each engagement to track and report on the progress and results of the implementation of the engagements. The responsibility of MENA is to oversee the implementation of all engagements and the programme in its entirety. MENA's role includes overseeing that progress and results are achieved as agreed in all of the agreements, programme and engagement documents as well as the theories of change and to keep track of the risks identified in the programme documentation including the engagement documents. The MEAL unit will assist with carrying out this role.

Partners

The Danish stabilization work in Iraq has been coordinated under the umbrella of the Coalition through working groups chaired by the Government of Iraq, UNDP and the EU at a Baghdad-level.

Partnership relations have benefited from combining engagement at the political and programmatic levels and across the civilian and military domain and have secured rare levels of access and policy impact. The program will continue to prioritize to cultivate and expand strategic partnerships with similar conflict-focused programming instruments and donors

Donor coordination for engagements in Syria remain scattered - thematically and geographically with discussions unfolding in Istanbul, Gaziantep, Amman, Beirut and outside of the region.

MFA staff will manage the coordination of Danish funded engagements with the activities and policies of UN organizations, authorities of Iraq, civil society organizations and other donors, including participation in various donor coordination fora in the region.

## 11.        Working Days

A "working day" amount to 8 hours. The daily fee rates for Key Staff, cf. Appendix 3, as well as for the short-term consultants who will be hired for communication tasks, shall cover 8 hours of work.

Weekends (Saturdays and Sundays) and holidays in Turkey are not considered working days.

## 12.        Budget

MENA has a maximum budget of DKK 16,000,000 net of VAT for the performance of the Services to cover the Consultant's fees and reimbursable expenses, including a fixed budget of DKK 2,000,000.00 net of VAT for the expense to be paid for the security setup mentioned in section 13 below. Tenders with a price above the maximum budget will be rejected.

In addition, the MENA has set aside a reserve of fund of DKK 2,000,000.00 net of VAT for the financing of additional services, cf. section 8 above.

## 13.        Security in relation to Iraq

For this Assignment, the Consultant must utilize a service provider approved by the MFA for close protection.

For missions with the participation of the Client, the Consultant accepts and agrees to be included in the security setup of the Client and accepts and agrees that this security setup will include measures of protection to the full satisfaction of the Consultant, cf. Section 19.03 of the Agreement.

In Appendix 3, the Client has determined a fixed budget of DKK 2,000,000.00 net of VAT for the expense to be paid for security in relation to field visits to Iraq. However, the Client will reimburse the actual expense to be paid for the security in relation to field visits to Iraq, but the Consultant shall in a timely manner keep the Client informed in case the expense exceeds the budgeted amount.

## 14.        Background Documents
   - Syria-Iraq Peace and Stabilisation programme document, 2022-2025 (attached as appendix)
   - Syria-Iraq Peace and Stabilisation programme document, 2019-2021 (attached as appendix
   - Danida Aid Management Guidelines
   - Guidelines for the Peace and Stablisation Fund
   - Guidelines for Country Strategic Framework, Programmes and Projects
   - Guidelines for Financial Management

- MFA reporting format: Final Results Report above DKK 10 million (attached as appendix)
- MFA reporting format: Final Results Report below DKK 10 million (attached as appendix)

## Section B: Technical specifications

The schedule below stipulates information ("**I**"), minimum requirements ("**MR**") and wishes ("**W**").

<u>Information</u>

Information is provided by the Client in order for the tenderer to understand the Assignment and be able to submit a sufficiently detailed tender. Information does, however, not include any requirements or affect the assessment of whether or not a tender is regarded compliant.

All information are marked "**I**".

<u>Minimum Requirements</u>

The tender must be in compliance with all minimum requirements. If one or more minimum requirements are not fulfilled the tender will be disregarded as non-compliant.

Unless explicitly stated in the column "documentation" the tenderer is not required to submit documentation to substantiate that the tender is in fact compliant with the minimum requirements.

All minimum requirements are marked "**MR**".

<u>Wishes</u>

The Client strongly encourages tenderers to do their best to fulfil the stipulated wishes to the greatest possible extent. The evaluation of each single sub-criterion set out in Instructions to Tenderers will in part be based on an assessment of the extent to which a tender fulfils the wishes stipulated in relation to such sub-criterion, please see the Instructions to Tenderers. Non-fulfilment of wishes does, however, not affect the assessment of whether or not a tender is compliant.

The tenderer should include a description of how the tenderer will fulfil each particular wish. The tenderer is strongly advised to use the templates in Section C.

All wishes are marked "**W**".

| No | Description | I MR W | Documentation |
|---|---|---|---|
| Adequacy of Methodology and Work Plan | | | |
| Technical Approach and Methodology | | | |
| 1. | MENA will appreciate if the technical approach and methodology reflects the MEAL unit's supportive role *vis-á-vis* MENA, and how the MEAL unit will work with a pro-active approach and produce suggestions on its own initiative for how to best go about the different tasks, assignments and outputs. | W | |
| 2. | MENA will appreciate if the technical approach and methodology reflect and relate to the need for initial and continuous alignment of expectations and consultation. | W | |
| 3. | MENA will appreciate if the technical approach and methodology reflects and relate to the linkages between the various risk factors, results, monitoring, learning, review and communication. | W | |
| 4. | MENA will appreciate if the technical approach and methodology includes procedures that take into account the risks related to the Assignment, including that the Consultant will operate in an insecure, fragile and conflict-affected setting, and that the Consultant demonstrates how it may adapt to changes in the framework conditions during implementation of the Assignment. | W | |
| 5. | MENA will appreciate if the technical approach and methodology reflects and relates to the various partners and the portfolio to be covered, (the 14 engagements and partners listed in section 1, Background and Context). | W | |
| 6. | MENA will appreciate if the technical approach and methodology describes how the Consultant (in close cooperation with the MFA posted staff in Istanbul) will liaise with other stakeholders in the region to stay abreast of contextual and political developments in Iraq and Syria and in the region that may potentially influence the SI-PSP 2022-2025 and individual ODA-engagements. | W | |

| No | Description | I MR W | Documentation |
|----|-------------|--------|---------------|
| 7. | MENA will appreciate if the technical approach and methodology includes procedures to promote shared learning through close coordination with partners. | W | |
| **Work Plan** | | | |
| 8. | The work plan is intended to demonstrate the Consultant's understanding of the practical implications of the technical approach and methodology in the implementation of the tasks and the production of the outputs and reports mentioned in this Appendix 1. It will form the basis for formulating a more detailed work plan in consultation with MENA once the Assignment has started.

The work plan may assume that:

- All ODA-engagements from SI-PSP 2022-2025 are expected to expire in 2025.
- The timing of the SI-PSP Mid-Term review is in the second half of 2023. | I | |
| 9. | MENA will appreciate if the work plan includes all of the tasks, outputs, and reports mentioned in this Appendix 1. | W | |
| **Organisation** | | | |
| 10. | The Consultant's team of Key Staff must include two core members:

1) MEAL expert responsible for the Iraq component of the SI-PSP
2) MEAL expert responsible for the Syria component of the SI-PSP | MR | Organisation |
| 11. | The Consultant's team of Key Staff must also include a Communication expert responsible for the production of communication products. | MR | Organisation |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| 12. | The Consultant's organisation must comprise a contract manager at the Consultant's Headquarter who must be available to discuss general contract-related issues with MENA. | MR | Organisation |
| 13. | MENA will appreciate if the Consultant outlines the roles and function of each of the individuals involved carrying out and managing the Assignment, including reporting lines, roles relative to liaison with MENA, and roles relative to fulfilling the reporting requirements. | W | |
| 14. | MENA will appreciate if the Consultant's organisation reflects the need for close and frequent consultation with MENA and the posted MFA staff based at the Consulate General in Istanbul. | W | |
| 15. | MENA will appreciate if the Key Staff proposed technical and support staff complement each other. | W | |
| **Quality Assurance and BIMP** | | | |
| 16. | In the Agreement, "Quality Assurance" is a defined term. According to section 1.01 of the Agreement, Quality Assurance means all planned and systematic activities to be carried out under the Agreement by the Consultant to assure that the outputs as defined in Appendix 1 are achieved at the required quality level. | I | |
| 17. | MENA will appreciate if the Consultant performs Quality Assurance in compliance with the requirements in EN ISO 9001:2015. | W | |
| 18. | The Consultant must have an operational Quality Assurance management system in order to document that the Quality Assurance has actually been carried out as agreed.<br><br>This must be briefly outlined in the tender. | MR | Quality Assurance and BIMP |
| 19. | The Consultant must have a Business Integrity Management System (BIMS). | MR | Quality Assurance |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| | This must be briefly outlined in the tender. | | |
| **Qualifications and Competence of Key Staff** |
| **MEAL expert (Iraq)** |
| **General Qualifications** |
| 20. | The position is a Long-term assignment.<br><br>The role of the MEAL expert with focus on the Iraq component of the programme will include, but is not limited to, monitoring, learning and coordination of monitoring all ODA-activities implemented in Iraq under SI-PSP 2022-2025 engagements as well as the active ODA-engagements implemented in Iraq under SI-PSP 2019-2021. | I | |
| 21. | The MEAL expert must have a Master's degree. | MR | CV |
| 22. | MENA will appreciate if the MEAL expert has documented specialist knowledge of international practice in monitoring and results-based management (RBM) particularly in fragile and conflict affected settings. | W | |
| 23. | MENA will appreciate if the MEAL expert has experience with monitoring and reporting systems as well as learning. | W | |
| 24. | MENA will appreciate if the MEAL expert has particular knowledge of peace and security contexts. | W | |
| 25. | MENA will appreciate if the MEAL expert has experience with collecting and analysing data. | W | |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| 26. | MENA will appreciate if the MEAL expert has experience with designing monitoring and reporting systems. | W | |
| 27. | MENA will appreciate if the MEAL experts has experience from evaluation assignments. | W | |
| **Adequacy for the Assignment** | | | |
| 28. | MENA will appreciate if the MEAL expert has at least 5 years of experience working with monitoring or results-based management (RBM) on peace and stabilisation, development and humanitarian nexus-related programmes, including fragile and conflict affected countries. | W | |
| 29. | MENA will appreciate if the MEAL expert has experience with development cooperation and peace and stabilisation assignments. | W | |
| 30. | MENA will appreciate if the MEAL expert has experience with development programmes in Iraq. | W | |
| 31. | MENA will appreciate if the MEAL expert has knowledge of and experience with the Danida Aid Management Guidelines and Guidelines for the Peace and Stabilisation Fund or similar guidelines (e.g. OECD DAC Guidelines for engagement in fragile and conflict-affected situations or guidelines from a European institution/agency or international organisation, a Ministry or any other national or federal authority, including their regional or local subdivisions, or a national or federal agency/office). | W | |
| **Experience in the Region and Language** | | | |
| 32. | The MEAL expert must be able to understand, speak and write English at level C1 according to the Common European Framework of Reference for Languages scale | MR | CV |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| | (https://www.coe.int/en/web/common-european-framework-reference-languages/table-2-cefr-3.3-common-reference-levels-self-assessment-grid). | | |
| 33. | MENA will appreciate if the MEAL expert has experience with working in fragile contexts and states. | W | |
| 34. | MENA will appreciate if the MEAL expert has experience with working in Iraq. | W | |
| **MEAL expert (Syria)** | | | |
| **General Qualifications** | | | |
| 35. | The position is a Long-term assignment.  The role of the MEAL expert will include, but is not limited to, focus on monitoring, learning and coordination of monitoring all ODA-activities implemented in Syria under SI-PSP 2022-2025 engagements as well as the active ODA-engagements implemented in Syria under SI-PSP 2019-2021. | I | |
| 36. | The MEAL expert must have a Master's degree. | MR | CV |
| 37. | MENA will appreciate if the MEAL expert has documented specialist knowledge of international practice in monitoring and results-based management (RBM) particularly in fragile and conflict affected settings. | W | |
| 38. | MENA will appreciate if the MEAL expert has experience with monitoring and reporting systems as well as learning. | W | |
| 39. | MENA will appreciate if the MEAL expert has particular knowledge of peace and security contexts. | W | |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| 40. | MENA will appreciate if the MEAL expert has experience with collecting and analysing data. | W | |
| 41. | MENA will appreciate if the MEAL expert has experience with designing monitoring and reporting systems. | W | |
| 42. | MENA will appreciate if the MEAL expert has experience from evaluation assignments. | W | |
| 43. | MENA will appreciate if the MEAL expert has experience with capacity building. | W | |
| **Adequacy for the Assignment** | | | |
| 44. | MENA will appreciate if the MEAL expert has at least 5 years of experience working with monitoring or results-based management (RBM) on peace and stabilisation, development and humanitarian nexus-related programmes, including fragile and conflict affected countries. | W | |
| 45. | MENA will appreciate if the MEAL expert has experience with development cooperation and peace and stabilisation assignments. | W | |
| 46. | MENA will appreciate if the MEAL expert has experience with development programmes in Syria. | W | |
| 47. | MENA will appreciate if the MEAL expert has knowledge of and experience with the Danida Aid Management Guidelines and Guidelines for the Peace and Stabilisation Fund or similar guidelines (e.g. OECD DAC Guidelines for engagement in fragile and conflict-affected situations or guidelines from a European institution/agency or international organisation, a Ministry or any other national or federal authority, including their regional or local subdivisions, or a national or federal agency/office). | W | |
| **Experience in the Region and Language** | | | |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| 48. | The MEAL experts must be able to understand, speak and write English at level C1 according to the Common European Framework of Reference for Languages scale (https://www.coe.int/en/web/common-european-framework-reference-languages/table-2-cefr-3.3-common-reference-levels-self-assessment-grid). | MR | CV |
| 49. | MENA will appreciate if the MEAL expert has experience with working in fragile contexts and states. | W | |
| 50. | MENA will appreciate if the MEAL expert has experience with working in Syria. | W | |
| **Communication expert** | | | |
| **General Qualifications** | | | |
| 51. | The position is a Short-term assignment. | I | |
| 52. | The Communication expert will assist the MEAL unit and be responsible for tasks related to the communication elements of the Assignment, e.g. in the production of case stories targeting different communication platforms and websites. | I | |
| 53. | MENA will appreciate if the Communication expert has practice-oriented education in communication (e.g. journalist). | W | |
| 54. | MENA will appreciate if the Communication expert has experience carrying out communication assignments, including design of communication. | W | |
| 55. | MENA will appreciate if the Communication expert has experience with both traditional media and social media, visual as well as written. | W | |

| No | Description | I MR W | Documentation |
|---|---|---|---|
| 56. | MENA will appreciate if the Communication expert has knowledge of the present Danish media landscape, including both traditional and social media. | W | |
| | **Adequacy for the Assignment** | | |
| 57. | MENA will appreciate if the Communication expert has experience from development cooperation in humanitarian and development nexus and peace and stabilisation. | W | |
| 58. | MENA will appreciate if the Communication expert has experience of transforming data and information to communication products for different media and for different target publics. | W | |
| | **Experience in the Region and Language** | | |
| 59. | The Communication expert must be able to understand, speak and write English at level C1 according to the Common European Framework of Reference for Languages scale (https://www.coe.int/en/web/common-european-framework-reference-languages/table-2-cefr-3.3-common-reference-levels-self-assessment-grid). | MR | CV |
| 60. | The Communication expert must be able to understand, speak and write Danish at level C2 according to the Common European Framework of Reference for Languages scale (https://www.coe.int/en/web/common-european-framework-reference-languages/table-2-cefr-3.3-common-reference-levels-self-assessment-grid). | MR | CV |

# Forms for Letter of Tender

## Section C: The Consultant's Technical Schedules

This section comprises templates to be completed by the tenderer and included in the tender.

With reference to the Criteria and Method of Evaluation, the evaluation of the sub-criterion Quality is based on the information that the tenderer submits under this section C. The headings stipulated correspond to the criteria in the method of evaluation.

As set out in the Criteria and Method of Evaluation, the evaluation of the sub-criterion Quality will – among other things – be based on the extent to which wishes ("**W**") are fulfilled. Therefore, the tenderer is strongly encouraged to make it as clear as possible to which extent the tenderer fulfils the wishes set out in Section B.

The tenderer's submissions will be included in the agreement as part of this Appendix 1 and apply to the Assignment.

**Adequacy of Methodology and Work Plan**

Technical Approach and Methodology

The completed sections regarding Technical Approach and Methodology **should not exceed 10 pages**.

[Explain the tenderer's understanding of the objectives of the assignment]

[Highlight the issues and their importance]

[Explain the proposed technical approach the tenderer will adopt to address the issues]

[Explain the methodologies the tenderer proposes to adopt]

[Demonstrate the compatibility of those methodologies with the proposed approach]

Work Plan

The completed sections regarding Work Plan **should not exceed 3 pages**.

[Describe the main activities of the assignment, the content and duration, phasing and interrelations]

[Describe the milestones (including interim approvals by the Client)]

[Describe the delivery dates of outputs]

**Outline Implementation Plan**

Insert the activities and sub-activities of the Assignment in the schedule below. The duration of each activity or sub-activity should be indicated in the schedule by marking the months or quarters in which the activity or sub-activity runs.

The tenderer must state whether the indications are in months or quarters.

The format is a suggested format only and may be adapted as appropriate.

| Activities and sub-activities of the Assignment | [Month/ Quarter] | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | Etc. |
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Organisation

The completed sections regarding Organisation **should not exceed 5 pages**.

[Describe the structure and composition of the tenderer's team and its links to the Client]

[Describe the proposed technical and support staff]

[Describe the extent to which the Key Staff have worked together previously]

[Describe the roles and responsibilities of the Key Staff and whether duties and responsibilities will be shared]

**Key Staff Assignment Chart**

Insert the name of the Key Staff designated to the Assignment.

Insert the number of working days for each month or quarter in which the person is designated to the Assignment and summarize the number of working days at the recipient country and at the home office, respectively, in the column "Total working days".

The tenderer must state whether the indications are in months or quarters.

The format is a suggested format only and may be adapted as appropriate.

| | [Month/ Quarter] | | | | | | | | | | | | Total working days | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Designation | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | Etc. | Recipient Country | Home office |
| | | | | | | | | | | | | | | |
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| Total number of working days | | | | | | | | | | | | | | |

**Task Assignment Chart**

Insert the name and position of the Key Staff designated to the Assignment and the activities and sub-activities.

For each activity or sub-activity, the tenderer should indicate the responsible Key Staff ("**R**"), the Key Staff(s) assisting ("**A**") and the Key Staff(s) conducting the quality management and assurance ("**Q**").

The format is a suggested format only and may be adapted as appropriate.

| Activities and sub-activities of the Assignment | Key Staff | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position | Name/Position |
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Quality Assurance and BIMP

The completed sections regarding Quality Assurance and BIMP **should not exceed 3 pages**.

[Describe the tenderer's standard quality management systems (e.g. by reference to EN ISO 9000 standards or similar)]

[Identify the specific quality standards, reporting requirements, procedures, and controls to be used for the assignment]

[Describe how the tenderer's standard quality management procedures will be tailored to the assignment]

[Describe the tenderer's Business Integrity Management Plan (BIMP) for the assignment, including the tenderer's approach to compliance with Danida's anti-corruption code of conduct and the principles of the UN Global Compact]

**Qualifications and Competences of Key Staff**

General Qualifications, Adequacy for the Assignment and Experience in the Region and Language

The tenderer is to complete and submit a Curriculum Vitae (CV) for each Key Staff based on the format below.

In section 8 of the CV, the tenderer is encouraged to insert a description of the fulfilment of wishes ("**W**") set out in Section B.

Each completed CV **should not exceed 2 pages**.

Documentation of language skills

The Client reserves the right to require that the tenderer submits documentation in order to substantiate the language skills stated in one or more of the CVs submitted.

Thus, the tenderer should be prepared to submit the requested documentation within reasonable time (and prior to the conclusion of the agreement) as the Client reserves the right to reject the tender if the tenderer fails to submit documentation.

Examples of documentation (similar documentation can be accepted):

- IELTS test issued by British Council: https://ielts.britishcouncil.org/

**Assignment:**

**Proposed position on the proposed team:**

**1. PERSONAL DATA**

| Family name: | First Name(s): |
|---|---|
| | |

**2. EMPLOYMENT RECORD (GENERAL EXPERIENCE)**
(Most recent employment first)

| Employer's company name: | Period of service and length: | Position / nature of the tasks performed / level of responsibility: |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

**3. EDUCATION AND TRAINING**
(Most recent completed education and or training first)

| Institution (University, etc.), city and country: | Length of education Date: from (month/year) to (month/year) | Degree/Diploma obtained: |
|---|---|---|
| | | |
| | | |
| | | |
| | | |

**4. EXPERIENCE IN THE SPECIFIC FIELD DIRECTLY RELEVANT TO THE ASSIGNMENT AND THE PROPOSED POSITION**
(Indicate the following information for those assignments that best illustrate the experience in the specific field relevant to the assignment and the proposed position, including the obtained results)
(Add number of assignments as applicable)

| Name of assignment | |
|---|---|

| | |
|---|---|
| Period of service and length: from (month/year) to (month/year) | |
| Location | |
| Client | |
| Main project features | |
| Position held | |
| Activities performed | |
| Obtained results | |

**5. EXPERIENCE IN THE REGION**
(State the years of experience and number of assignments in the country of assignment or in countries with similar cultures, administrative systems, and government organisations)

**6. LANGUAGE SKILLS OF RELEVANCE TO THE ASSIGNMENT**
(State knowledge of the language in the country of assignment and of the contract (according to the Common European Framework of Reference for Language scale))

| Language: | Formal Education: | Understanding level: | Speaking level: | Writing level: |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

**7. OTHER INFORMATION OF RELEVANS TO THE ASSIGNMENT**

**8. FULFILMENT OF WISHES ("W")**

| Number of wish: | Fulfilment of wish: |
|---|---|
| | |
| | |
| | |

## Section D: Signature(s)

**Provisos**

The tenderer must clearly mark and specify any provisos in the tender.

However, the tenderer is encouraged <u>not</u> to include provisos, as the Client is, in general, entitled to reject tenders with provisos.

The tender includes the following provisos:

[insert or state "the tender does not include provisos"]

**Declaration of compliance**

The tenderer declares by its signing of this document that the tender is fully compliant with all minimum requirements, unless specifically stated above under provisos, and that all statements, descriptions, etc. in this Appendix 1 are accurately and correct.

Further, the tenderer acknowledges with its signature that the statements in this Appendix 1 take precedence over the tenderer's other statements and/ or indications in the tender, if any.

**Signature**

Date: [insert]

Signature:

Name and title: [insert]