

Annex A: Terms of Reference

1. Background and Context

Gender Equality is a core priority in Danish development policy and Denmark has pursued this priority for decades. Denmark has been amongst the pioneering bilateral agencies to develop strategies for the integration of gender equality and women's and girls' rights in the context of development cooperation. The continued hailing of Gender Equality as a core priority in the Danish Development and Humanitarian Strategy (World 2030), the high diplomatic profile of Denmark setting international norms for gender equality and women's and girls' rights, its leading global advocacy role on Sexual and Reproductive Health and Rights (SRHR) and focus on the 1325 National Action Plans (NAPs) have all contributed to raise the level of ambition in achieving Gender Equality whilst generating great expectations.

The current Strategic Framework for Gender Equality, Rights and Diversity in Danish Development Cooperation (August 2014)¹ defines Gender Equality as follows:

“Gender Equality refers to the equal rights, opportunities and influence of women and men, girls and boys in all aspects of life- political, civil, social, cultural and economic. It goes beyond parity in numbers, and while equality under law is a precondition, it contains a combination of quantitative and qualitative aspects. Firstly, it refers to equal representation and access to political influence, financial resources, land rights, legal aid and education. Secondly, gender equality involves recognition of gender specific challenges and barriers faced by women, men, girls and boys. Thirdly, it involves redistribution of power and control over political and economic resources. To bring about transformational change and real gender equality outcomes, the human rights-based approach places strong emphasis on development engagements that contribute to bring about equitable redistribution”

Thus, the strategic framework was an important step forward, in terms of targeting transformational changes through a gender justice interpretation of gender equality encompassing not merely gender equality in numbers and women's participation.

The approach selected in the strategic framework was a mix of approaches, mainly Mainstreaming, Targeted Measures and Policy Dialogue within a 3-step gender and diversity programming method: (i) Gender Analysis; (ii) Identifying mix of gender equality approaches; (iii) Implementation.

The August 2014 strategic framework followed Denmark's Strategy for Development Cooperation, *The Right to a better life* (2012), highlighting gender priorities in the following four priority areas for Danish development cooperation: (i) Human Rights and Democracy; (ii) Inclusive Green Growth; (iii) Social Progress; and (iv) Stability and Protection, where each should in principle have provided a significant platform for the promotion of gender equality, rights and diversity.

In terms of implementation, the August 2014 strategic framework referred to three organisational tools:

- 1) The Gender Toolbox, including guidance on how to conduct a country gender analysis, describing the process of integrating gender equality into sector programmes (Agriculture, Education, Health, Private Sector and Good Governance).
- 2) An e-learning course on gender equality was developed and recognized for its high quality and relevance. The purpose of the course was to enable staff to effectively promote gender equality in development cooperation.

¹ <https://amg.um.dk/en/policies-and-strategies/gender-equality/>

- 3) Accountability mechanisms were in place including a Human Rights Based Approach (HRBA)/Gender Screening Note, as part of Danida's Aid Management Guidelines.² It was a mandatory step ensuring that gender was taken into consideration developing country programmes in Danida's priority countries.

Over the years, most gender related evaluations and studies, have consistently pointed out several challenges and deficiencies in addressing gender equality in practice. Amongst them, the actual contribution to and documentation of gender related results and changes, the uneven levels of integration of gender equality across programmes and insufficient monitoring of results³, the tendency of high political commitments to gender equality to evaporate when it comes to implementation, the lack of trained staff, the lack of clear directions from management at headquarters' level, often leaving the task of promoting gender equality to few committed and knowledgeable individuals⁴, an inadequate institutional set-up, the level of allocation of resources⁵, and clear monitoring and tracking systems⁶ were all identified as significant institutional gaps.

Indeed, these challenges persisted, albeit in new forms. The Gender Toolbox became outdated and not systematically used, as it became an optional tool. The e-learning which was conceived as a flexible, cost effective, pragmatic and a tailor-made option to training, is currently not part of the introductory package for new Ministry of Foreign Affairs (MFA) staff and remained optional. As to the HRBA/Gender Screening Note, it was indeed mandatory and included in all Country Programme's Concept Note as an Annex. However, it too often remained no more than an "annex" and without permeating the core of the country programme's Theory of Change and Results Framework. There were usually little if any follow-up done following the formulation of the HRBA/Gender Screening Notes to ensure their integration and reporting of the programmes and projects. The HRBA/Gender Screening Note has now been archived and condensed into a two-page abridged version in the new Fragility Risk and Resilience Analysis Tools (FRAAT)⁷ Guidelines (Context Analysis Template) and in Danida's Aid Management Guidelines for Country Strategic Frameworks, Programmes and Projects⁸ (Annex 1: Human Rights, Gender, Youth and applying a Human Rights Based Approach).

Furthermore, an evaluation study (May 2016)⁹ concluded that transformational results, as an important element in the August 2014 strategic framework, had mainly been observed under recognition and representation. The evaluation study concluded that moving beyond formal equality and rights, comprehensive considerations are needed in all its dimension and at all levels to achieve transformative results.

Internationally, based on data from OECD/DAC, bilateral allocable ODA (Official development assistance) for gender equality and women's empowerment is steadily increasing and is now at a historical high level.¹⁰ DAC members committed USD 53 billion ODA in total on average per year in 2018-19 for gender equality. This represents 44.5% of bilateral allocable ODA. The bulk of aid towards

² <https://amg.um.dk/en/programmes-and-projects/guidelines-for-country-strategic-frameworks-programmes-and-projects/>

³ Lessons learned from Promoting Gender Equality in Danish Development Cooperation. Evaluation Study, May 2016. Danida.

⁴ Working Paper No. 2012/91 Gender Mainstreaming in Nordic Development Agencies. Malokele Nanivazo and Lucy Scott (UNU-WIDER, ReCom): <https://www.wider.unu.edu/publication/gender-mainstreaming-nordic-development-agencies-0>

⁵ The DAC peer review of Danish Development Cooperation (2016).

⁶ October 2019 an evaluation of the Danish 1325 National Action Plans (NAP).

⁷ <https://amg.um.dk/en/tools/fragility-risk-and-resilience-analysis-tool/>

⁸ <https://amg.um.dk/en/programmes-and-projects/guidelines-for-country-strategic-frameworks-programmes-and-projects/>

⁹ Lessons learned from Promoting Gender Equality in Danish Development Cooperation. Evaluation Study, May 2016. Danida: http://www.netpublikationer.dk/um/evaluation_study_may_2016/index.html

¹⁰ There are intrinsic limitations to the OECD/DAC gender markers as they do not currently represent a holistic picture of the gender financing landscape. Currently, reporting the extent to which gender equality is addressed remains an incomplete exercise.

gender equality was committed to programmes that integrate gender equality as a significant, or mainstreamed, policy objective: USD 47.4 billion, representing 40% of total bilateral aid. Total support to programmes dedicated to gender equality and women's empowerment as the principal objective remains relatively stable over time. In 2018-2019, it amounted to USD 5.6 billion per year, representing 5% of total bilateral aid, a slight rise from the prior period. This indicates that while gender equality is a rising priority across sectors, DAC members can still build up more dedicated resources to be fit to deliver most effectively on this agenda.

In 2018, OECD/DAC Statistics¹¹ showed that Denmark committed 41% of its bilateral allocable aid to gender equality and women's empowerment as either a principal or significant objective (up from 37% in 2017). It places Denmark as no. 21 in terms of the percentage of funding allocated to gender equality and women's empowerment. Looking at a longer time perspective, 2008-2012, Denmark committed more than 60% of its bilateral allocable aid to gender equality and women's empowerment. From 2016 and onwards the same figure is ranging from 34% in 2016 to 44% in 2019.¹²

In conclusion, and despite an imperfect OECD/DAC Gender Marking system, figures show that except for allocations on Women Peace Security, more generally Denmark is positioned well below OECD/DAC member states' average budgetary allocation for Gender Equality.

The new Danish Development Strategy, *The World we Share* (2021), is focusing on preventing and combatting poverty and inequality. Denmark should be leading in contributing to enhancing climate ambitions and reduced CO2 emissions. Promoting green transition, engaging in climate adaptation, and increase resilience among poor and vulnerable groups. The strategy maintains a strong emphasis on gender equality and women's economic and political participation, which is, according to the strategy, contributing to increased growth and to more equal and democratic societies. It is highlighted in the strategy that gender equality and girls' and women's rights will remain a crosscutting priority in humanitarian and development assistance.

Given the continued focus on gender equality and women's and girls' rights in the new strategy, it has been decided to undertake an evaluation of Gender Equality, Women's and Girls' Rights in Danish development cooperation. In line with the priorities of the new strategy, the evaluation will focus on the following thematic areas:

- Climate change/green transition/inclusive growth.
- Women's and girls' rights, including SRHR/Gender Based Violence
- Governance

In addition to the new strategy, recent Danish initiatives with Doing Development Differently (DDD), including preparation of Country Strategic Frameworks, a holistic approach to development cooperation and flexibility, provide important opportunities for strengthening integration of gender equality in Danish development cooperation.

Whilst after some decades, most development agencies can claim not to still be struggling to reach a satisfactory level of transformational gender outcomes, most would agree that this cannot be envisaged

¹¹ OECD DAC Network on Gender Equality Development finance for gender equality and women's empowerment: A 2021 snapshot (2021).

¹² Multilateral organisations provide sizable finance to support gender equality and women's and girls' rights. However, because there is no single or streamlined system used by all multilateral organisations and development banks, the exact size of their outflows based on core contributions is unknown.

without some form of organisational transformation running in parallel to integration of gender aspects into programming. Therefore, the evaluation will also look at the institutional set-up within the MFA integrating gender in bilateral and multilateral development cooperation.

2. Purpose

The overall purpose of the evaluation of Gender Equality, Girls' and Women's rights in Danish Development Cooperation (2014-2021) is to learn from implementation of previous programs and projects in terms of addressing gender issues with a view to strengthening Denmark's integration of gender equality, girls' and women's rights in Danish development cooperation.

The evaluation has a forward-looking perspective providing strategic and operational guidance strengthening Denmark's engagement in realizing the Sustainable Development Goals. And to inform the implementation of Denmark's new development strategy, *The World we Share* (2021), focusing on democratic values and human rights, combatting climate change, preventing and fighting poverty and inequality, conflict and irregular migration and fragility, areas within which gender equality, girls' and women's rights are at the centre.

3. Objective

The objectives of the evaluation are fourfold:

- 1) Analyse Danish Gender budgetary allocation to bilateral and multilateral programmes (2014-2021) and analyse its trends and gaps.
- 2) Analyse key gender achievements in selected bilateral and multilateral programmes (2014-2021) to analyse the outcomes and impacts of gender equality achieved at a transformative level, with particular emphasis on the following themes: SRHR/GBV and integration of gender in Climate Change/Green Transition/Inclusive Growth, and Governance
- 3) Analyse organisational gaps within the MFA, including human resources, monitoring and accountability mechanisms for promoting the integration of gender equality and women's and girls' rights in bilateral and multilateral development cooperation.
- 4) On the basis of a synthesis of main lessons learned, to propose recommendations for improved impact of future Danish support to gender equality and women's and girls' rights.
- 5)

4. Scope of Work

Given the broad scope and cross-cutting nature of the promotion of gender equality, it is necessary to select a sample of programmes for in-depth analysis. Multilateral organisations (UNICEF, UNFPA, Mary Stopes, Green Climate Funds and other relevant funds) and bilateral programmes (Kenya, Burkina Faso and Mali) will be selected. The former mentioned based on their thematic focus including SRHR/GBV, Climate Change and Green Transition. The Client will appreciate if the Consultant suggest 2-3 additional relevant multilateral organisations to be included as case studies and outlines the reasons for this choice and objectives. The exact number of organisations that will be selected will be decided during the inception phase.

In addition to the selected case studies, common trends and lessons learned from evaluation of other development agencies' work on gender will be synthesized by the Consultant in the inception phase in

order to inform the assessment of the Danish portfolio, and to provide important insight into recommendations for the development of institutionalized systems strengthening the integration of gender equality in programmes and programmes.

The three country case-studies and 5-6 case studies of multilateral organisations will aim to provide in-depth analysis of the results as well as difficulties encountered and opportunities arising. Examining in particular the results since 2014, the country case studies will deal with country programmes in Kenya, Burkina Faso and Mali, assessing how gender equality has been integrated in these programmes. The case studies of multilateral organisations include 5-6 selected multilateral organisations/international organisations (UNFPA, UNICEF, Mary Stopes, Green Climate Fund and other funds), which provides opportunities for assessing how gender equality has been addressed in support to multilateral organisations.

On the basis of the analysis of the budgetary allocation of Danish funds to gender equality and women's and girl's rights, and the case studies focusing on the results and outcomes of implementing the strategic framework on gender (2014), the main themes to be explored through the evaluation include:

- A. The development and key trends of Danish support to gender equality and women's and girls' rights in bilateral and multilateral programmes over the period 2014-2021 and what has been informing these trends.
- B. The outcome and effectiveness, by gender sensitive, gender responsive and gender transformative, of Danish engagement in supporting Gender Equality within bilateral as well as multilateral development cooperation.
- C. Organisational and management matters pertaining integrating gender equality in development cooperation (bilateral and multilateral), notably assessment of the organisational set-up at MFA/HQ and Embassy level. Including recommendations for the development of new institutional systems strengthening the integration of gender equality in programmes and projects.

Key evaluation questions

Main theme A

The politics of prioritization of Gender Equality themes

- EQ 1** What have been the development and key trends of Gender Budgetary allocations in bilateral and multilateral programmes over the period 2014-2021? What has been the proportion of Gender allocation against the overall development and humanitarian aid yearly portfolio?
- EQ 2** What has been the main drivers behind these priorities? What are the main factors behind the shift in integrating gender equality in Danish development cooperation?

Main theme B

Through a selection of key programmes (three bilateral programmes and 5-6 multilateral organisations) and dialogue instruments

- EQ 3** What are the key challenges, barriers and lessons learned? What are the challenges and barriers for promoting gender equality at the bilateral and multilateral level?
- EQ 4** What has been the outcome and effectiveness of Danish engagement in global dialogue on support to Gender Equality?
- EQ 5** To what extent are gender related results at multilateral and bilateral level programming qualifying as "gender sensitive", "gender responsive" and "gender

transformative” and why? In which thematic areas do gender transformative results appear the most and why? What kind of interventions, approach or strategies have been well suited to supporting transformational gender changes and what lessons can be drawn?

EQ 6 What has been the relevance, effectiveness, efficiency of principal gender programming in bilateral country programmes (3) Kenya, Burkina Faso and Mali and multilateral and international organisations?

EQ 7 What have been the key impacts and sustainability of gender equality outcomes achieved within i) Climate Change; ii) Green Transition iii) Inclusive growth; iv) SRHR/GBV; and v) Governance? What have been the key barriers and key lessons from each theme?

EQ 8 What strategic and practical considerations might Denmark engage in and what institutional barriers might Denmark address, to gain a leading role in supporting gender Equality, Women’s and girls’ rights?

Main theme C

EQ 9 What is the level of gender knowledge and expertise across the MFA and how is gender perceived across staff and management at HQ and across the Embassies?

EQ 10 What are the gender related gaps and opportunities in the current Aid Management Guidelines and tools? To what extent has gender been integrated in new approach such as Doing Development Differently and Monitoring, Evaluation, Accountability and Learning (MEAL) and what are the opportunities?

EQ 11 To what extent is gender included in staff performance assessments and management accountability system and what are the opportunities? Are there effective anti-sexual harassment mechanisms in place?

EQ 12 What strategic and practical considerations might Denmark engage in and what institutional barriers might Denmark address, to gain a leading role in supporting gender Equality, Women’s and girls’ rights?

Methodology

The evaluation will be carried out in accordance with the Danida/MFA evaluation guidelines¹³. The updated (2019) OECD-DAC¹⁴ evaluation criteria will be applied as appropriate, including assessment of projects and programmes and contributions to outcomes/results in terms of relevance, coherence, effectiveness, efficiency, impact and sustainability.

The Consultant’s evaluation team (ET) will have access to documents and reports pertaining to the specific programmes (case-studies), including any reviews and other studies. The Client (ELK) will make relevant documents and reports available during the inception phase. This will be used as the basis for drawing up survey and interview protocols, etc.

The evaluation will be divided into three phases:

- 1) **Inception phase:** In which key stakeholders will be identified, engagements for case-study will be selected and initial data collection will be conducted. The ET will develop and refine the methodology and the evaluation matrix with key evaluation questions, based on the tender. This inception phase will include stakeholder consultations in Copenhagen and discussion of the inception report with the Evaluation Reference Group (ERG).

¹³ <https://amg.um.dk/en/tools/evaluation/>

¹⁴ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- 2) **Implementation phase:** During which the main data collection will take place, including field missions to Kenya, Burkina Faso and Mali. The resulting analysis will be presented in debriefing notes as well as in a preliminary findings paper to be discussed with the ERG. The ET will consult (by skype, phone) with key stakeholders in New York, Geneva and Brussels, and with the multilateral organisations which have been selected as case-studies. Furthermore, consultations with key stakeholders such as other relevant bilateral development agencies and CSOs.
- 3) **Reporting and dissemination phase:** In which the ET will develop its findings and present them to ELK and the ERG in a draft and final evaluation report.

The evaluation will primarily utilise qualitative methods drawing from the following:

- Document review of relevant programme and policy engagements, including progress reports, monitoring reports and other relevant documentation.
- Consultation of secondary sources, including evaluations and reviews.
- Stakeholder consultations in Copenhagen with MFA and relevant CSOs.

The case studies as well as consultations with representatives of other international partners as identified above will constitute the basis for an assessment of the processes associated with addressing gender equality, including the quality of project and programme preparation and implementation. To the extent possible, the case studies will trace the evolution of Danish support to gender equality in the selected programmes, including the theories of change underpinning the programmes, the identification of priorities, the selection of partners, etc.

5. Outputs

The following outputs (deliverables) are envisaged:

- An inception report including (1) common trends and lessons learned from evaluation of other development agencies' work on gender, (2) trends in terms of Danish Gender budgetary allocation in bilateral and multilateral programmes 2014-2021.
- A summary of the selected case studies including country case study reports for Kenya, Burkina Faso and Mali and 5-6 case studies covering Danish support to multilateral organisations (including UNICEF, UNFPA, Mary Stopes, Green Climate Funds, and 1-2 other relevant funds).
- A thorough outline of the evaluation methodology and work programme, and a review of the evaluation questions (EQs) in an evaluation matrix.
- 8-9 brief (20-25 page) case study reports.
- A preliminary findings paper for discussion in the ERG.
- A draft main report and a final version (not exceeding 50 pages plus annexes).

6. Timing

A tentative schedule is as follows:

Activity	Date/period	Responsible
Contract signed	April 2022	ELK and ET
Inception, including work programme	April 2022 - August 2022	ET

Draft inception report for discussion with Evaluation Reference Group (ERG)	August 2022	ET & ERG
Main evaluation, including the Case-studies	August 2022 - November 2022	ET
Draft findings for discussion with ERG	November 2022	ET & ERG
Preparation of evaluation report	December 2022 – February 2023	ET
Final draft report submitted and ERG meeting	March 2023	ET
Final evaluation report	April 2023	ET
Management response and approval of evaluation	May 2023	MNS & ELK
Launch of report with possible seminar in Copenhagen	June 2023	ELK

7. Management

The Client's management (ELK)

The evaluation will be managed by the Evaluation, Learning and Quality (ELK) Department in the MFA. The management will:

- Coordinate with all relevant evaluation stakeholders.
- Ensure that quality control is carried out throughout the evaluation process. In so doing, ELK may make use of external peer reviewers.
- Provide feedback to the ET. Comment on draft versions of the outputs, including the inception report, the work plan, annual field visit reports and the summative evaluation report. Approve final reports.
- Organise and participate in meetings of the ERG.
- Facilitate and participate in evaluation workshops, including possibly an open dissemination workshop towards the end of the evaluation.
- Organise presentation of evaluation results and follow-up on the evaluation for the internal Danida Programme Committee (the responsible department drafts the management response).
- Advise relevant stakeholders on matters related to the evaluation.

The Consultant's evaluation team (ET)

The ET will carry out the Assignment based on the Agreement and will:

- Prepare and carry out the evaluation according to this Appendix 1, the approved inception report, the OECD-DAC Evaluation Quality Standards and the Danida Evaluation Guidelines.
- Be responsible to ERG and ELK for the findings, conclusions, and recommendations of the evaluation.
- Ensure that quality assurance is carried out and documented throughout the evaluation process according to the Consultant's own Quality Assurance Plan (as described in the tender).
- Report to ELK regularly about progress of the evaluation.
- Organise and coordinate meetings and studies, and other key events, including debriefing sessions and/or validation workshops in the three countries selected for in-depth analysis.

Composition and qualifications of the ET

The ET should possess substantial experience in evaluation of integrating gender equality and women's and girls' rights related work in bilateral and multilateral development cooperation. Solid knowledge and extensive experience, including strong methodological and analytical skills within the area of gender

equality are required. The Consultant's tender should explain the specific experience with evaluative work of the suggested team within this area.

The ET is expected to consist of three members involved in the evaluation. The team members' CVs will be evaluated as Key Staff. The team leader and team members are expected to complement each other so that the specific profile of the proposed team leader will have implications for the profiles of the team members (and vice-versa).

A core team of the following three specialists will undertake the evaluation:

- Team leader, international evaluation specialist
- Gender specialist
- Programming and monitoring specialist

The anticipated profile of the team leader is an evaluation specialist with extensive knowledge of international trends in terms of approaches to integrating gender equality in the context of development cooperation.

The team leader is responsible for the ET's reporting, proper quality assurance and for the organisation of the work. The team leader will participate in meetings of the ERG and other meetings as required and upon request.

The anticipated profile of the gender specialist will have professional experience in analytical work or research on gender, and in integrating gender equality within one or more of the following thematic priority areas of the evaluation: SRHR/GBV and integration of gender in Climate Change/Green Transition, and Human Rights and Governance). The programming and monitoring specialist will have professional experience in integrating gender in programming and in monitoring systems within one or more of the selected thematic areas: Climate Change/Green Transition, and SRHR/GBV and Governance.

In addition, and in order to undertake thorough assessments of the projects and programmes funded in the selected case studies, specialists with in-depth knowledge of each of the selected thematic areas may also participate in the evaluation. The Client will appreciate if the team composition with the core team and additional experts demonstrates a good coverage of expertise within the selected themes for the evaluation; SRHR/GBV and integration of gender in Climate Change/Green Transition/inclusive growth and Governance).

Further specification of the qualifications of the team members is outlined in Section B (below).

Eligibility

The evaluation will cover Danish support for gender equality as a thematic and cross-cutting theme in multilateral and bilateral development in general and specifically support to gender equality directly and indirectly in the country programmes in Burkina Faso, Mali and Kenya.

The OECD-DAC evaluation principles of independence will be applied. In situations where conflict of interest occurs, candidates may be excluded if their participation calls into question the independence and impartiality of the evaluation. In other words, any firm or individual consultant whose independence and impartiality may be questioned will be excluded from participation in the tender.

Tenderers are obliged to carefully consider the eligibility of all individual consultants and inform the Client of any potential issues relating to conflicts of interest.

The Consultant's home office support

The Consultant's home office shall provide the following, to be covered by the Consultant's overhead:

- General home office administration and professional back-up (to be specified in the tender).
- Quality assurance (QA) in accordance with the quality management and quality assurance system described in the tender. Special emphasis should be given to quality assurance of draft reports prior to the submission of such reports. ELK may request documentation for the QA undertaken in the process.

Evaluation Reference Group (ERG)

The ERG will be established and chaired by ELK. The gender equality unit the migration, stabilisation and fragility department (MNS) at the MFA will participate in the ERG. Other members will include representatives of the Danish Institute for International Studies (DIIS) and relevant NGOs.

The mandate of the ERG is to provide advisory support and inputs to the evaluation, e.g., through comments to draft reports. The ERG will work with direct meetings, e-mail communication, and video-conferencing.

The main tasks of the ERG are to:

- Comment on the draft inception report, draft findings papers and case study reports and the draft evaluation report with a view to ensure that the evaluation is based on factual knowledge about programmes and how they have been implemented.
- Support the implementation of the evaluation and promote the dissemination of the evaluation conclusions and recommendations.

Other key stakeholders may be consulted at strategic points in time of the evaluation either through mail correspondence or through participation in stakeholder meetings/workshops.

8. Budget

The total budget for the consultancy services is a maximum of DKK 3,000,000.00 million net of VAT. This includes all fees and project related expenses required for the implementation of the contract, including surveys, field trips and workshops.

It is the responsibility of the Consultant to ensure that the products and outputs specified above, and all other tasks specified (by the Client and the Consultant) are performed within the framework of the financial proposal and the specified ceiling amounts.

The cost of quality assurance (QA) must be included in the Consultant's overhead.

ELK will cover the expenditures incurred for preparing the final evaluation report for publication as well as any additional dissemination activities in Denmark as and if agreed upon.

9. Security

If ELK and the Consultant agree that close protection is required during the Assignment, the Consultant shall use the security company provided by the Ministry of Foreign Affairs, regardless of whether staff from the Ministry of Foreign Affairs participates in the missions in an area of conflict or an area with high security risks. The Consultant hence accepts and agrees to use the security company used for close protection by the Ministry of Foreign Affairs and accepts and agrees that this security company will carry out protection to the full satisfaction of the Consultant, as indicated in Section 19.03 of the Agreement. ELK will determine a fixed budget for the expenses to be paid to the security company, but ELK will reimburse the actual expenses to be paid to the security company. The Consultant shall in a timely manner keep ELK informed in case the expense exceeds the budgeted amount.

If ELK and the Consultant do not agree on the need for close protection, the Consultant shall appoint its own security company, cf. Section 19.03 of the Agreement, if the Assignment involves missions in an area of conflict or an area with high security risks without the participation of staff from Ministry of Foreign Affairs.

10. Background Documents

Danida, Strategic Framework for Gender Equality, rights and diversity in Danish Development Cooperation, August 2014. <https://amg.um.dk/en/policies-and-strategies/gender-equality/>

DIIS Working Paper 2014:11 “The Politics of gender in Danish Foreign Aid”, Lars Engberg-Pedersen. <https://www.diis.dk/en/research/gender-equality-in-danish-foreign-aid>

RECOM Working Paper no. 2012/91 “Gender mainstreaming in Nordic Development Agencies” Seventeen years after the Beijing Conference. Malokele Nanivazo, Lucy Scott, Oct. 2012. <https://www.wider.unu.edu/publication/gender-mainstreaming-nordic-development-agencies-0>

FREIA Feminist Research Center Aalborg, Aalborg University. Gender mainstreaming in the Danish International Development Agency (DANIDA) a panacea for development. Diana Højlund, 2016. https://vbn.aau.dk/ws/portalfiles/portal/264155438/freia_wp_86.pdf

Danida, Evaluation Study. Lessons learned for promoting Gender Equality in Danish Development Cooperation. Evaluation Study May 2016. http://www.netpublikationer.dk/um/evaluation_study_may_2016/index.html

Danida, Guidelines for Country Strategic Frameworks, Programs and Projects. <https://amg.um.dk/>

Danida, Guidelines for Management for Danish Multilateral Development Support. <https://amg.um.dk/>

Danida, Fragility Risk and Resilience Analysis Tool (FRRAT). June 2020. [file:///cphu1s49/Home/SUSWEN/Downloads/FRRAT%20FINAL%20DOC%20June%202020%20\(1\).pdf](file:///cphu1s49/Home/SUSWEN/Downloads/FRRAT%20FINAL%20DOC%20June%202020%20(1).pdf)

Danida, Evaluation of the Danish National Action Plans for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security Oct. 2019. http://www.netpublikationer.dk/UM/eval_danish_action_plan_resolution_1325/Pdf/eval_danish_action_plan_resolution_1325.pdf

OECD Development Co-operation Peer Reviews: Denmark 2016.

<https://www.oecd.org/dac/oecd-development-co-operation-peer-reviews-denmark-2016-9789264259362-en.htm>

OECD Development finance for gender equality and women's empowerment: A 2021 snapshot.

OECD DAC network on gender equality (GENDERNET), 2021.

<https://www.oecd.org/development/gender-development/Development-finance-for-gender-equality-2021.pdf>

Evaluation Study: Gender Equality, Girls and Women's Rights in Danish Development Cooperation (2021) Critical Rights & Gender Consult.