

## Annex A: Terms of Reference

### 1. Background

Following the 1992 Rio Conference on Environment and Development, Denmark established a separate funding mechanism for environmental support. This “Environmental and Disaster Relief Facility” (later “Environment, Peace and Stability Facility”) was administered in part by the Danish Ministry of Environment and Energy (Danced) and in part by the Danish Ministry of Foreign Affairs (Danida). In 2001, the administrative responsibility for the facility was placed fully in the Danish Ministry of Foreign Affairs and Danced was discontinued.

In South-East Asia, the Danish environmental assistance involved programmes in Malaysia, Thailand, Vietnam, Laos and Cambodia and from 2005 Indonesia. Due to the thematic focus of the Evaluation, only the programmes in Indonesia, Malaysia and Thailand will be included in this Evaluation.

The environmental cooperation between Indonesia and Denmark was initiated in 2005. The first phase of the Environmental Support Programme (2005-2007, DKK 90 million) focused on mainstreaming environmental measuring into Indonesia's national development plans and linking environmental management and poverty alleviation. The programme initially addressed urgent needs in the aftermath of the 2004 tsunami. With the second phase of the programme (2008-2012) the scope was increased and the grant was augmented to DKK 220 million. The programme maintained focus on improved environmental management and supported the energy sector by encouraging energy efficiency in the industrial, commercial and public sectors and promoted more effective natural resource management. The three components of the Environmental Support Programme, Phase II, were:

1. Support to Public Sector Institutions. The focus of the component was capacity building on a national level for support of decentralized and cross sectoral environmental administration in the area of Strategic Environmental Assessment (SEA) with the Ministry of Environment (KLH), the Ministry of National Development Planning (BAPPENAS) and the Ministry of Home Affairs.
2. Energy Efficiency in Construction and Use of Large Buildings. The component aimed to reduce energy use by large consumers (industry and large public and commercial buildings) by promoting use of energy efficiency principles in the construction of buildings and supporting the adoption of cost-effective and efficient use of energy in their operation. The component was implemented by the Directorate of New Renewable Energy and Energy Efficiency in the Ministry of Energy and Mineral Resources.
3. Support to Decentralised Natural Resources Management and Renewable Energy. The component supported sustainable energy efficiency and improved natural administration on Sumatra and Sulawesi. The component included a co-funding arrangement with the

WB/GOI Kecamatan Development Project, and later the National Community Empowerment Programme (PNPM).

The third phase of the Environmental Support Programme (ESP3) was initiated in 2013. The objective of the programme is indicated as Inclusive and sustainable growth through improved environmental management for climate change mitigation and adaptation. While some support is provided at the national level, by far the larger proportion is allocated to decentralized levels, including for pilot and demonstration activities in the province of Central Java. The budget for the programme is DKK 270 million (2013-2017) and it includes the following components:

1. Environment and Climate Administration. The component aims at supporting the effective implementation of consolidated environmental management and climate change policies at both national and decentralized level. Improved local government environmental results through implementation of pilot projects constitute a majority of the budget for this component. Moreover, supporting the undertaking of strategic environmental assessment continues from ESP2.
2. Energy Efficiency. National level support continues activities from ESP2 in relation to the Energy Efficiency and Conservation Clearing House (Ministry of Energy and Mineral Resources (MEMR), Energy Conservation Directorate). Support was expanded to include renewable energy. At the local level the focus is on energy-related policy, planning, monitoring and information dissemination as well as a number of demonstration pilot projects related to energy efficiency, energy conservation and renewable energy.
3. Natural Resource Management. The component brings together a number of initiatives related to community based natural resource management, including support to Harapan Rainforest, the REDD+ support facility, Local Appropriate Mitigation Action scheme in Indonesia (LAMA-I) and the World Bank's FIP Programme for Indonesia.

A recent review of ESP3 (April-May 2015) recommends a no-cost programme extension until the end of 2018 in order to achieve programme outcomes, document lessons learned and enhance sustainability.

Environmental cooperation with Indonesia has furthermore included support to activities in relation to preparation of projects under the Clean Development Mechanism (CDM) as well as support under the Danish Climate Change Funding. Furthermore, a number of smaller business partnership projects have been supported within the environmental sector.

Danish environmental assistance to Malaysia was initiated in 1994 when DANCED and the Government of Malaysia signed a cooperation agreement. After a first phase of cooperation (1994-1998) and the second phase country programme (1999-2001), the programme was transferred to Danida/Ministry of Foreign Affairs in 2001. Following a programme preparation period, a third phase of the programme was initiated in 2003 with the following five thematic components:

1. Environmental Planning and Strategy (EPS) Component (April 2004-2008);
2. Renewable energy and energy efficiency (REEE) Component (March 2004-March 2007);

3. Solid Waste Management (SWM) Component (February 2006-September 2010);
4. Environmental Hazardous Substances (EHS) Component (February 2006-May 2009);
5. Biodiversity (BioD) Component (October 2006-2009).

The programme was aligned to the 8th Malaysian Plan (2001-2005) with the overall objective that the Malaysian goals for its natural resources and environment have been attained and the negative impact of development activities reduced. As for the earlier DANCED projects, the programme activities should be considered within the framework of the climate change mitigation ambitions of both countries. The total level of expenditure for the last phase of support was approximately DKK 110 million.

The programme was supplemented by a business-to-business partnership facility and a programme on research and education exchange, as well as support to Malaysian NGOs. Furthermore, a range of activities were funded which aimed at establishing a Malaysian capacity to enter into CDM-agreements as well as preparation and initiation of a number of CDM-agreements with Denmark.

The Thai-Danish cooperation on environment and sustainable development was implemented in the period 1994-2009. The last phase of support from 2004 focused on sustainable energy, urban environmental management and natural resources management and consisted of a range of, mostly smaller, projects.

In relation to sustainable energy, activities included aspects such as regional and provincial energy planning, development of an energy efficiency promotion strategy, development of a system for energy audits, promotion of renewable energy technologies and establishment of a building energy code. The total budget for the sustainable energy activities were approximately DKK 55 million in the period 2001-2009. Also in Thailand, a number of CDM-projects were prepared and initiated.

In all three countries, a business partnership facility was established in order to support business-to-business partnerships between Denmark and the countries. The support was focused to environment and climate-related sectors, but the number of projects remained small. The partnership facility in Malaysia and Thailand was a parallel to the B2B-programme and in Indonesia the support was part of the overall B2B programme, which was evaluated in 2014, and it is therefore only envisaged that this Evaluation will draw in the experience on a case basis if found relevant.

An evaluation of the Danish Environmental Assistance in Southeast Asia was undertaken in 2002-2003. The Evaluation comprised Danced and Danida support to Laos, Cambodia, Vietnam, Malaysia and Thailand until 2002. In relation to the overall Environment, Peace and Stability Facility (EPSF), the Evaluation concluded that “the EPSF is an ambitious programme, supporting a wide range of activities. National actors, public and civic, have seen their skills, organisational capacities and activities improved. Systems and processes for better planning and implementation have been strengthened, dialogue between actors strengthened, with Denmark often facilitating and encouraging. Overall, the EPSF is seen to have made a significant contribution to the environmental agenda in the region, so while there are weaknesses in activities in the country programmes, the main overall achievement of the EPSF may be that it has been able to establish and make visible so many "best practice" cases in so many different fields in different settings.” The evaluation also considered

that the energy programme in Malaysia was "best practice" in the "brown" sector. It was derived from and contributing to national policy, with the activities supporting implementation of key aspects. The energy programme in Thailand was also considered coherent and strategic, and in both countries energy activities are market-friendly. The evaluation also indicated a number of constraints in the programmes, including the need to focus country programmes more strategically, to improve participatory approaches and strengthening the livelihood dimension, especially in support to the "green sector".

An Evaluation of the Danish Climate Change Funding was recently published. The evaluation includes a focus on sustainable energy, and this experience, as well as the experience from Vietnam (which was one of the case countries) can be included in the Evaluation.

## **2. Scope and Purpose of the Evaluation**

The Evaluation will serve both learning and accountability purposes, with an emphasis on learning aimed at programmes and institutions involved in the same thematic areas evaluated, programmes initiating a phasing-out process and the general discussions about how to promote synergy between development and commercial cooperation. The experience and lessons learned will furthermore feed into the revision of the overall strategy for Danish Development Cooperation planned to be initiated mid-2016.

Firstly, the Evaluation is intended to assess and document the experience from Danida support in relation to specific energy and environment related topics. The Evaluation should therefore primarily focus on interventions related to environmental management and planning, energy planning, energy efficiency, renewable energy and waste management. Within these sub-sectors, the focus should be on the issues supported by Danida. Other areas of support may be included where relevant, but the activities related to natural resource management in the three countries are not part of this Evaluation.

Secondly, the Evaluation will assess and document the experience in relation to the effects on commercial collaboration with Denmark. To a varying degree, the programmes have been designed to bring in Danish competences and engaging the private sector. Engaging the private sector is seen as a part of a transition from development cooperation to new forms of cooperation, and the lessons learned in this regard may serve other programmes under transition.

In Thailand and Malaysia, the Evaluation will focus on these topics, primarily in the last phase of support, and assess sustainability, wider impact and continued relevance of the support, which ended more than five years ago. In Indonesia, the Evaluation will be focusing on relevant aspects of ESP2 and ESP3.

## **3. Evaluation Criteria and Evaluation Questions**

The Evaluation criteria will be the OECD/DAC criteria of relevance, efficiency, effectiveness, impact and sustainability, although the emphasis on each of the criteria will vary with the intervention area being evaluated. Effectiveness, impact and sustainability will be most emphasised for the summative evaluation of activities in Malaysia and Thailand, whereas relevance, efficiency and effectiveness will be most important for the more formative evaluation of the Indonesia programme.

In order to serve its purpose, the Evaluation should not only document and assess what worked and what did not work in relation to the programme intervention, but also attempt to analyse factors across the programme which may have influenced whether an intervention is successful. These could for instance be aspects related to programme context, programme design, programming or implementation process, use of technical assistance, partnership approach, etc.

The overall evaluation questions should be the focus of the overall Evaluation conclusions and recommendations:

- What are the important factors related to programme design and implementation that have contributed to achieving and sustaining the results in relation to support to environmental management and planning, energy planning, energy efficiency, renewable energy and waste management?
- What are the lessons learned in relation to engaging Danish competences and the private sector and promoting a transition from development cooperation to commercial cooperation?

The more specific evaluation questions, which are envisaged to be addressed as part of the Evaluation are:

- What is the current situation and the development during and after programme implementation in Indonesia, Malaysia and Thailand regarding the specific topics/sub-sectors evaluated?
- What was/is the relevance of the support in relation to the national context and in relation to Danish development policy objectives and longer term commercial cooperation?
- What are the development results of the interventions in relation to the (envisaged) outputs and outcomes?
- What has been the sustainability and the wider, transformational impact of the programme achievements in Malaysia and Thailand?
- Which specific factors in relation to programme design and in the implementation process influenced effectiveness and efficiency of the programmes?
- What are the factors in the political and economic context of the interventions that have influenced the impact and sustainability of the interventions?

- How have Danish competences and Danish companies been engaged in the programmes and what have been the direct or indirect effects of the programme for Danish commercial interests?
- How has the local private sector been engaged in the programmes and what have been the effects of this?
- How were Danish commercial interests pursued in the programmes and how well did Danida funded activities secure a transition from aid cooperation in the countries?

The specific evaluation questions may be revised during the inception phase of the Evaluation.

## 4. Approach and Methodology

The Evaluation will be carried out in accordance with the Danida Evaluation Guidelines (January 2012) and the OECD/DAC Evaluation Quality Standards (2010). The Evaluation must be based on a sound methodology. The evaluation design must be methodologically rigorous and credible when judging both the internal and external validity of the results.

Bidders are free to propose the most appropriate designs for responding to the evaluation questions indicated above. This section provides some initial thinking on the proposed approach and methodology, which will need to be further developed by the Evaluation Team in the technical proposal and in the inception report through concrete and practical solutions.

It is envisaged that the Evaluation applies a theory-based approach with an emphasis on qualitative methods. Study of the existing documentation will constitute an important basis for the work, especially in Malaysia and Thailand. It is envisaged that certain hypotheses related to the evaluation questions above are established and tested.

As part of the Evaluation it is envisaged to describe the national development of selected key topics (e.g. energy efficiency in buildings or use of tools for environmental risk assessment) and consider the role of the Danish contribution to these topics in the joint efforts towards specific objectives. The approach should take into account that activities in Malaysia and Thailand ended more than five years ago. Direct attribution of later developments within the topics evaluated will most likely not be possible, and the Evaluation is therefore likely to focus on the contribution of Danish funded activities to wider sector achievements. In Indonesia, the approach should take into account that parts of ESP3 are in the early stages of implementation and many of the expected results have not yet materialized.

It will be important to include the perspectives of national official partners, the private sector and relevant Danish private sector actors.

The following elements are envisaged to be part of the evaluation methodology:

- A review of the relevant programme documentation.

- Interviews with key stakeholders in Denmark, including amongst others the relevant departments in the Ministry of Foreign Affairs.
- Interviews with individuals and organisations responsible for programme implementation in the three countries.
- Interviews with selected research organisations, other development partners and civil society organisations in the partner countries relevant to the topics/sectors evaluated.
- Interviews with Danish and local companies and their organisations relevant to the topics/sectors evaluated.
- Focus group discussions with beneficiaries and key informants in partner countries.
- On the ground visits to selected programme-related sights are foreseen in Indonesia and Malaysia.

In order to establish a better base for the field work, it is envisaged that the team leader or a team member undertakes a 1-2 day preparatory visit to each of the three field visit countries during the inception phase.

It is envisaged that the field work will be of approximately 2 weeks' duration in Indonesia, 2 weeks in Malaysia and 1 week in Thailand.

## 5. Outputs and milestones

The outputs of the Evaluation are:

1. An inception report in draft and final version (not exceeding 15 pages excluding annexes) including:
  - Overview and further specification of the evaluated topics/sub-sectors and the relevant Danida activities;
  - Description of the theory of change for each of the sub-sectors / topics being evaluated;
  - an evaluation matrix indicating evaluation questions, judgement criteria and data sources;
  - a detailed methodology for the field work;
  - a detailed work plan;
  - suggested outline of the evaluation report.

The draft inception report should be submitted to Danida Evaluation Department and the Evaluation Reference Group for comments, based on which a final version will be prepared for approval by EVAL.

2. A brief country report from each of the three country visits addressing the relevant evaluation questions.
3. A short paper on preliminary findings of the Evaluation to be discussed with EVAL and the ERG.
4. An evaluation report in draft (possibly several draft versions) and in final version according to the agreed outline not exceeding 40 pages excluding annexes and with cover photo proposals. The evaluation report must include an executive summary of maximum 4 pages, introduction and background, presentation and justification of the methodology applied, findings, conclusions and recommendations. The evaluation report should follow Danida layout guidelines for evaluations and will be made publicly available by the Danida Evaluation Department.

The following time table is proposed:

<b>Milestones</b>	<b>Date (2016)</b>
Initiation of assignment and start-up meetings in Copenhagen.	15 January
Draft inception report (and meeting in ERG)	Early March
Field studies in three countries	March – April
Submission of country reports (and meeting in ERG)	End April
1st Draft Evaluation report (and meeting in ERG)	Early June
Final Evaluation Report and end of assignment	Early July

## 6. Organisation of the Evaluation

Management of the Evaluation will follow the Danida Evaluation Guidelines (2012) and OECD-DAC quality standards (2010). There are three sets of roles in the evaluation process: a) the Evaluation Management b) the Evaluation Team (Consultant) and c) the Evaluation Reference Group.

### Role of the Evaluation Management

The Evaluation will be supervised and managed by the Evaluation Department (EVAL) in the Danish Ministry of Foreign Affairs. The tasks of the Evaluation Management are to:

- Participate in the selection of Evaluation Team based on received tenders. The MFA contract office chairs the tender committee, assisted by an independent tender consultant.



- Coordinate with all relevant evaluation stakeholders.
- Ensure that quality control is carried out throughout the evaluation process. In so doing, EVAL may make use of external peer reviewers.
- Provide feedback to the Evaluation Team. Comment on draft versions of the inception report, work plan, progress reports and the evaluation report. Approve final reports.
- Organise and chair meetings of the Evaluation Reference Group.
- 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 to internal Danida Programme Committee and the Minister for Foreign Affairs (responsible department or embassy develop the management response).
- Advise relevant stakeholders on matters related to the Evaluation (reference is made to the Codes of Conduct, which form part of the Danida Evaluation Guidelines, and which can be found at <http://evaluation.um.dk>).

### **Role of the Evaluation Team (the Consultant)**

The DAC evaluation principles of independence of the Evaluation Team will be applied. The Evaluation Team will carry out the Evaluation based on a contract between MFA and the incumbent company/institution. The Evaluation Team will:

- Prepare and carry out the Evaluation according to the ToR, the approved Inception Report, the DAC Evaluation Quality Standards and the Danida Evaluation Guidelines.
- Be responsible to the Evaluation Management 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 proposal.
- Report to the Evaluation Management regularly about progress of the Evaluation.
- Organise and coordinate meetings and field visits, and other key events, including debriefing session and/or validation workshops in the field visit countries.
- The Team Leader is responsible for the team's reporting, proper quality assurance, and for the organisation of the work of the team. The Team Leader will participate in the Evaluation Reference Groups' meetings and other meetings as required. It is envisaged to have approximately four meetings in Copenhagen during the Evaluation.

## **Role of the Evaluation Reference Group**

An Evaluation Reference Group (ERG) will be established and chaired by EVAL. The mandate of the ERG is to provide advisory support and inputs to the Evaluation, e.g. through comments to draft reports.

The members of the ERG include: Representative from relevant departments in the Ministry of Foreign Affairs at HQ level, representative of the Danish embassy in Jakarta and representatives of the Danish embassies in Thailand and Malaysia (on an ad-hoc basis).

The tasks of the ERG are to:

- Comment on the draft inception report, the draft country report and draft evaluation report with a view to ensure that the Evaluation is based on factual knowledge about the programmes and how they have been implemented.
- Support the implementation, dissemination and follow up on the agreed evaluation 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.

The reference group will work with direct meetings, e-mail communication and video-conferencing.

## **7. Composition and Qualification of the Evaluation Team**

The Evaluation Team must possess substantial experience and knowledge with the thematic areas/sub-sectors under evaluation, i.e. environmental management and planning, energy planning, energy efficiency, renewable energy and waste management in Indonesia, Malaysia, Thailand or neighbouring countries, as well as substantial experience in undertaking evaluations that conform to the DAC evaluation definition. Furthermore, the Evaluation team should include substantial experience from private sector related work within the relevant sub-sectors.

While the Evaluation team will have to cover a broad field of experience, consideration should also be given to limiting the number of team members as much as possible for efficiency reasons. The Evaluation Team is expected to consist of three core members (one Team Leader and two Experts) and national experts in each of the three field countries. Additionally, national or international specific subject-matter specialists may be included in the team to provide input in relation to one or several of the themes/sub-sectors not covered by the core team and the national experts. The Tenderer can decide to include personnel for additional functions, e.g. research assistants. Subject-matter specialist(s), national experts and possible research assistance will not be assessed on an individual basis but as part of the overall team composition and backup. The team members are expected to complement each other.

It is expected that the Team Leader is participating in the field work in all three countries and is in charge of the final report writing.

The Tenderers should clearly state who of the proposed team members covers which qualification criteria. The team must contain experience with all methodologies and tools suggested in the tender. The following CV's shall be included in the tender proposal:

- Team Leader
- Two core team members
- National experts
- Quality Assurance Manager
- Subject-matter specialist(s) (if applicable)

The organisation of the team's work is the responsibility of the consultant and should be specified and explained clearly in the tender. It is expected that the team leader is closely involved in the elaboration of the tender. The Team Leader is responsible for the team's reporting to and communication with Danida EVAL, and for the organisation of the work of the team. The Team Leader will participate in meetings with EVAL as well as with the Reference Groups or Stakeholder Forums, as requested by EVAL.

The three CVs of the core team will be assessed on an individual basis. The CVs of the proposed team members other than the Team Leader will be weighted according to their proposed input. Therefore, a personnel assignment chart (cf. Schedule 4.2) must be included in the technical proposal with the exact input of person days proposed.

The entire proposed team will be assessed as a whole as part of the 'organisation and staffing'. All CVs included for subject matter specialists and local experts must fulfil the minimum requirement stated below.

More specifically, the Evaluation Team should cover the following competencies:

### **Qualifications of the Team Leader:**

General experience:

- Higher academic degree in economics or related field.
- A profile with major emphasis on development issues, with 15 years or more of relevant international experience from development cooperation.
- Experience as team leader for evaluations of a comparable level.

Adequacy for the Assignment:

- International experience from programme design or implementation of one or more of the relevant thematic areas of the Evaluation.
- International experience from evaluation-related work in one or more of the relevant thematic areas of the Evaluation.

- Other analytical work in relation to one or more of the relevant thematic areas

Country experience and language:

- Broad international experience, including experience from Indonesia, Malaysia, Thailand or neighbouring countries
- Proficiency in spoken and written English

### **Qualifications of core team members:**

General experience:

- Higher academic degree in a field relevant to the assignment.
- A profile with major emphasis on development issues, with 15 years or more of relevant professional experience from international development cooperation.
- Experience as team member for evaluations of a comparable level.

Adequacy for the Assignment:

- Experience from programme design or implementation of one or more of the relevant thematic areas of the Evaluation.
- Experience from private sector engagement within one or more of the thematic areas of the Evaluation.
- Experience from evaluation-related work in one or more of the relevant thematic areas of the Evaluation.
- Other analytical work in relation to one or more of the relevant thematic areas.

Country experience and language:

- International experience, including from Indonesia, Malaysia, Thailand or neighbouring countries.
- Proficiency in spoken and written English.

### **Qualifications of national experts:**

General experience:

- Higher academic degree in a field relevant to the assignment.
- At least 15 years' professional experience within a field relevant to the assignment.
- Experience as team member for multidisciplinary teams in the field in relation to international development and environment.

Adequacy for the Assignment:

- Experience from research, consulting, public administration or the private sector of one or more of the relevant thematic areas of the Evaluation.
- Preferably, experience from evaluation-related work in one or more of the relevant thematic areas of the Evaluation.
- Possibly other analytical work in relation to one or more of the relevant thematic areas

Country experience and language:

- Substantial experience from the country concerned.
- Proficiency in spoken and written English.
- Proficiency in national language of the country concerned.

### **Qualifications of possible subject-matter specialist(s):**

General experience:

- Higher academic degree in a field relevant to the assignment.
- A profile with major emphasis on development issues, with 15 years or more of relevant professional experience.

Adequacy for the Assignment:

- Experience from programme design, implementation or evaluation of one or more of the relevant thematic areas of the Evaluation.
- Experience from private sector engagement within one or more of the thematic areas of the Evaluation.
- Other analytical work in relation to one or more of the relevant thematic areas.

Country experience and language:

- Experience from Indonesia, Malaysia, Thailand or neighboring countries
- Proficiency in spoken and written English

The team composition will be evaluated according to relevance and complementarity of the qualifications of the entire proposed team.

## **8. Eligibility**

The DAC evaluation principles of independence of the Evaluation Team will be applied. In situations where conflict of interest occurs, candidates may be excluded from participation, if their

participation may question the independence and impartiality of the Evaluation. Any firm or individual consultant that has participated in the preparation or implementation of the evaluated Danida programmes will be excluded from participation in the tender.

Tenderers are obliged to carefully consider issues of eligibility for individual consultants and inform the Client of any potential issues relating to a possible conflict of interest (cf. Danida Evaluation Guidelines).

## **9. Financial Proposal**

The total budget for the consultancy services is a maximum of DKK 1.6 million. This includes all fees and project related expenses required for the implementation of the contract. The financial proposal should include expenses for one preparatory trip to Indonesia, Malaysia and Thailand during the inception period besides the actual field work. The budget should include expenses for domestic travel and field work in 2-3 locations of Central Java as well as one domestic trip in Malaysia.

EVAL will cover the expenditures of preparing the final evaluation report for publication and any additional dissemination activities as and if agreed upon.

## **10. Requirements of home office support**

The Evaluation Team's home office shall provide the following, to be covered by the Consultants fees:

- General home office administration and professional back-up. The back-up activities shall be specified.
- Quality assurance (QA) of the consultancy services 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. EVAL may request documentation for the QA undertake in the process.

The Tenders shall comprise a detailed description of the proposed QA, in order to document that the Tenderer has fully internalised how to implement the QA and in order to enable a subsequent verification that the QA has actually been carried out as agreed.

The Tenderer should select a QA Team, to be responsible for Head Office QA. The member(s) of the QA should not be directly involved in the Evaluation. Their CV should be included in the Tender. All QA activities should be properly documented and reported to Danida EVAL.