Terms of Reference:
Evaluation of the Danish National Action Plan for the implementation of UN Security Council Resolution 1325 on Women Peace and Security

1. Background

On October 31, 2000, the United Nations Security Council adopted Resolution 1325 (SCR 1325) that recognized that peace is inextricably linked with gender equality and women's leadership. The global context at the time included the breakup of Yugoslavia in 1993-1995, the genocide in Rwanda in 1994, and the meltdown and descent into chaos in Zaire (now Democratic Republic of Congo,) in what have been called the first and second Congo wars (1996-1997, 1998-2003). These conflicts included horrific cases of systematic use of rape as an instrument of war.

The Resolution defined an evolving global Women, Peace and Security agenda (WPS Agenda) centred on its four pillars of prevention, protection, participation, and peacebuilding and recovery as inherent to a global normative framework that has kept on evolving. The world has changed since SCR 1325 was adopted in 2000; conflicts in many parts of the world are more protracted. In these situations, for civilians living in these areas, violence has been normalized, warlords become role models, the economy is unregulated, and states remain fragile for long periods of time. Today, there are new types of conflict that directly involve civilian populations in an unprecedented manner. Conflicts in Libya, Syria and Iraq as well as in the Democratic Republic of Congo and elsewhere in Africa continue to see harrowing levels of sexual and gender-based violence as instrument of war, including systematic rape of men.
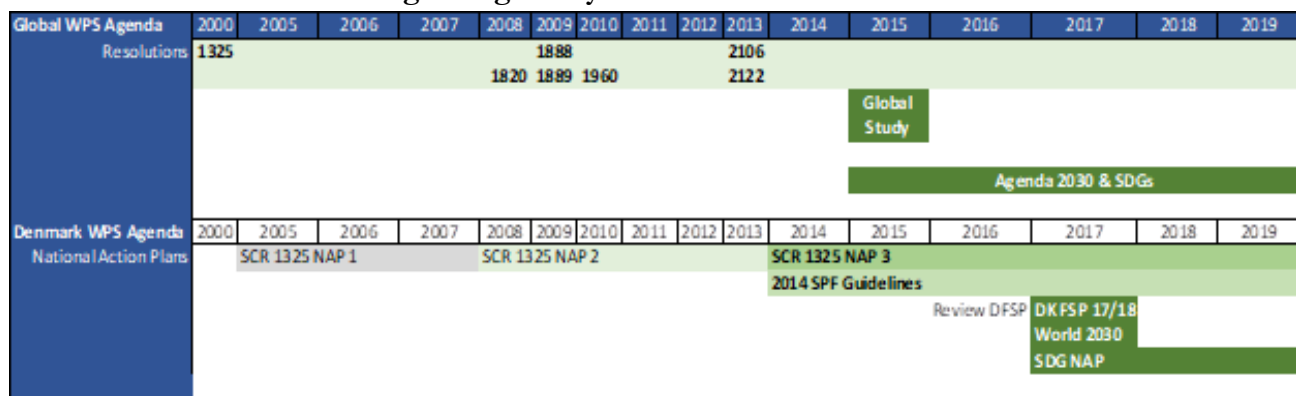
The evolution of the SCR 1325 family of resolutions and the global WPS Agenda has taken place concurrently with a wider global norm setting process leading to the adoption in 2015 of Agenda 2030 for Sustainable Development and the Sustainable Development Goals (SDGs). The 2030 Agenda and the SDGs are a 'game changing' development, including for the global WPS Agenda. The 2030 Agenda, and in particular SDG 16 and SDG 5 have embedded peace and security and WPS goals into the contemporary global normative framework. Moreover, in the pursuit of these goals, policy and financing instruments are increasingly shaped by a humanitarian-development, security and peacebuilding nexus approach, which provides new opportunities for the SCR 1325 agenda.
As of November 2018, 78 UN Member States (40 per cent) have National Action Plans (NAPs) on the implementation of the SCR 1325, 27 of these are in Europe, including 20 EU Member States[1]. There are 11 Regional Action Plans (RAPs) in place as well, such as those of the African Union and of the European Union.

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[1] http://www.peacewomen.org/member-states

The EU adopted a "Comprehensive Approach on UNSCR 1325 and 1820 on women, peace and security" in 2008 and updated related indicators in 2016. In 2014, NATO adopted a policy and plan to implement SCR 1325 and related resolutions.

Denmark is a strong supporter of the WPS and SDG agendas. In 2005, Denmark was the first country to launch a NAP for the implementation of SCR 1325 on WPS and concurrently adopted a whole-of-government approach to join up actions under the auspices of the MFA, the Ministry of Defence (MOD) and the Danish Police (DP), representing the Ministry of Justice (MOJ). A second NAP SCR 1325 was introduced in 2008. The third and current NAP runs from 2014-2019. As illustrated in the timeline overview below on the WPS agenda globally and in Denmark, Denmark's NAP on the SDGs was adopted mid-way through the NAP SCR 1325 implementation period.

Timeline overview on WPS Agenda globally and in Denmark

Global WPS Agenda	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Resolutions	1325					1888				2106						
					1820	1889	1960			2122						
												Global Study				
													Agenda 2030 & SDGs			
Denmark WPS Agenda	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
National Action Plans		SCR 1325 NAP 1			SCR 1325 NAP 2						SCR 1325 NAP 3					
											2014 SPF Guidelines					
													Review DFSP	DK FSP 17/18		
														World 2030		
														SDG NAP		

The watershed global policy framework developments in a global context described above are reflected in Denmark's current priorities. Denmark's Foreign and Security Policy Strategy (FSPS) 2017-2018 reflects the changing nature of conflicts outlined above. The Strategy outlines the relevance of the Peace and Stabilisation Fund (PSF), a funding mechanism for stabilisation and conflict prevention funded by the Ministry of Foreign Affairs and Ministry of Defence and governed by an interministerial coordination body. On issues related to violent extremism, the FSPS also argues for the inclusion in the WPS agenda and states that the Danish government honours its international responsibility to promote sustainable development, peace and security, human rights and gender equality, and of combating poverty globally. The FSPS sets out the direction for the Strategy for Development Cooperation and Humanitarian Action "The World 2030", from 2017, as the overarching framework for Denmark's development cooperation that places the WPS in the context of the operationalization of the humanitarian-development nexus.

The SDGs provide the foundation for the priorities set in "The World 2030". While Denmark acknowledges the interconnectedness of the SDGs, Denmark also prioritizes a number of the SDGs based on areas where we have interests at stake and can create results: SDG 16 and 17 comprise the foundation for the entire Danish development cooperation, while Denmark particularly pursues SDG 5, 7 and 13 actively in international negotiations and cooperation. As mentioned above, SCR 1325 is

particularly integrated within SDG 5 and 16 and, as such, reflects Denmark's strong and continued support to the WPS agenda:

"Women, young girls and children are particularly vulnerable during disasters, conflicts and war. Assault, sexual violence and lack of access to health services, including sexual and reproductive health and rights, are multiplied and amplified in these situations. We will contribute to fighting violence against children, young girls and women and help ensure that efforts in conflicts and humanitarian situations address the particular vulnerability of girls and women and also include access to contraception and reproductive health services. At the same time, we recognize the often-overlooked resource represented by women in peace negotiations and conflict resolution." [2]

Denmark pursues a geographically differentiated development policy, which includes both humanitarian and development instruments in three categories: poor, fragile countries and regions; poor, stable countries and transition and growth economies.

The World 2030 also emphasises a focus on Danish engagements in fragile contexts. The strategy states that: *"We will place the bulk of our available funds in our development cooperation in the first two categories where the provision of capital by the development cooperation is important. We will focus particularly on fragile countries and regions characterised by fragility where poverty and vulnerability are extensive…"* [3]

While the MFA engages through programmes and dialogues, the MOD engages through training and motivational activities for military personnel. This is typically conducted through NATO, and the efforts aim to secure effective operational solutions, while respecting international conventions and resolutions. The engagement of the National Police is mainly through engagement in international missions, especially through EU crisis management missions and multilateral missions. In this manner, the Danish Police does not implement its own international projects and depends on the overall objective for each particular mission.

In order to assess the relevance and effectiveness of the NAP on SCR 1325, and discuss how the next NAP on SCR 1325 (from 2020 onwards) can strengthen the Danish support to the WPS agenda under the auspices of the 2030 agenda, the Evaluation Department in the MFA is commissioning an evaluation of the implementation of the UNSCR 1325 NAP.

2. Purpose

The overall purpose of the evaluation of Denmark's second and third UNSCR 1325 NAPs (2008-13 and 2014-19) is to learn from implementation and inform the development and strategic direction of the next NAP. The evaluation therefore has a forward-looking perspective and its ambition is to provide an evidence-base for a wider debate on Denmark's engagement in fragility and women's role in conflict, as well as Denmark's engagement in realising the SDGs.

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[2] The World 2030 – Denmark's strategy for development cooperation and humanitarian action, 2017, p. 18.
[3] The World 2030 – Denmark's strategy for development cooperation and humanitarian action, 2017, p. 8.

Denmark's implementation of the WPS Agenda through NAP SCR 1325 will be assessed against priorities of all implementing partners to the Action Plan. Therefore, priorities stated in "The World 2030", implemented by the Ministry of Foreign Affairs provide a strategic platform, as well as the Peace and Stabilisation Fund, jointly managed by the MFA and the MOD. Moreover, engagements by the Ministry of Defence and the Danish Police provides the foundation for the evaluation in order to provide a full picture of the implementation of the NAP and the implications for a wider WPS agenda.

3. Objectives

The objectives of the evaluation are threefold:

1. To document the results of Danish policy influence and programmatic and operational engagements against stated priorities of the Danish SCR 1325 NAP;
2. To assess the relevance of the Danish NAP against an evolving WPS agenda, including a focus on the achievement of the SDGs – in particular SDG 5 and 16;
3. On the basis of the lessons learned, to inform decision making on the strategic and operational direction of a NAP on SCR 1325 after 2020, its coherence with overall Danish priorities and actions in the context current political priorities.

Through objective 1, the evaluation will assess the specific results of the engagements related to the implementation of the SCR 1325 and document results achieved at policy level and at operational level. This will include assessing engagements of the MFA as well as the MOD and the DP, focusing on programmatic and operational interventions, capacity building and policy level engagements, particularly within EU and NATO, but also vis-à-vis the UN.

Objective 2 aims to provide an assessment of the relevance of the NAP in relation to the evolving context of the women, peace and security agenda, as well the implementation of the SDGs and aims to analyse the NAP as a framework for stakeholder cooperation. This will include an assessment based on the achievement of SDG 5 and 16, using targets and indicators of these goals. Moreover, the evaluation will assess how the NAP as an instrument has made a difference in the achievement of results. The findings will result in a number of lessons learned for future work on the SCR 1325 and the wider WPS agenda, as outlined in objective 3.

4. Scope of work and Evaluation Questions

The evaluation will assess the second and third SCR 1325 NAPs (2008-2013 and 2014-2019) and will analyse the engagements of all implementing partners to the NAPs. This implies evaluating programmatic and operational efforts, policy level engagements as well as capacity building conducted by all three partners.

The evaluation will use the overall OECD/DAC evaluation criteria of relevance, efficiency, impact and sustainability as an overall reference for the evaluation. It is envisaged that the main emphasis will be put on aspects of relevance and effectiveness. The additional criteria of coherence and coverage will also be considered.

The main focus of the evaluation will therefore be to establish a reliable assessment of the results of the NAP as well as the organisational aspects of the NAP and its coherence with the emerging WPS and the 2030 agenda to which Denmark adheres.

The evaluation seeks to answer the following evaluation questions:

1. What results have been achieved in portfolios related to the NAPs, including:
   a. Bilateral cooperation and humanitarian action;
   b. Regional programmes;
   c. Multilateral cooperation, including in the UN, NATO and the EU;
   d. Danish NGO partners;
   e. Danish National Police (recruitment, planning and training)
   f. Engagements of the Ministry of Defence – both in coordination and in operations, training and recruitment and legislation.

To address this evaluation question, the evaluation team will elaborate an overall portfolio analysis, emphasising outcomes of a selected number of engagements. The portfolio analysis will provide a foundation for the selection of a limited number of engagements for case study analysis (see below).

2. Based on EQ1, what are the results of the NAPs against their stated objectives to address and enhance women's full and equal participation, protection of women, transitional justice and mainstreaming of gender equality in humanitarian efforts and international operations?
   a. Have the NAPs been a relevant instrument for implementation of the WPS agenda more broadly?
   b. What are the priority areas of intervention and why were these selected?
   c. What is the relation of the NAPs to overall Danish priorities and policies on WPS and fragility? How have the NAPs been used to further the WPS agenda?
3. How have the NAPs been used as a framework for stakeholder cooperation? What has been the added value of this cooperation? This includes an assessment of the current organization of the NAP implementation, the roles of the different stakeholders and the collaboration between the stakeholders, including the role, function, composition of the inter-ministerial committee on the implementation of the SCR1325.

4. How has the Danish NAP performed when measured against relevant NAP-benchmarks?

In order to answer this EQ, a benchmarking framework has been developed in the evaluation preparation phase. An analysis of secondary sources identified four commonly used dimensions to

evaluation NAPs SCR 1325, and found 13 benchmarks within these four dimensions. Using a qualitative assessment, it is expected that the evaluation will assess Danish NAP performance against a selected number of benchmarks, to be defined and decided upon in the inception phase of the evaluation. The framework developed in the preparation phase should be used as inspiration, as well as NATOs "1325 Scorecard: indicators for the implementation of UNSCR 1325 and its related resolutions"[4] and the United Nations "Women and peace and security – Report of the Secretary General"[5] indicators for monitoring implementation of 1325. As such, the EQ will be responded to in the form of a "light" comparative analysis, to be used as inspiration for focus for the future strategic direction of the 2020 SCR Action Plan, and should not be seen as a performance assessment against other countries.

The benchmarking framework proposed in the preparatory phase is described in Annex 2 to these ToR.

5. Has the NAP been coherent with the overall Danish policy on fragile states, peace and security – as well as the Danish priority with regards to development cooperation and humanitarian assistance? How have the NAPs been aligned with the broader WPS and 2030 agendas emerged during implementation of the two NAPs?

6. What are the overall lessons learned for the Danish engagement in WPS and fragility? How can these lessons learned be taken forward in the formulation of a new NAP in 2020?

The evaluation questions are expected to be further developed and refined during the inception phase of the evaluation in close collaboration with EVAL and the Evaluation Reference Group (see below). The findings, conclusions and recommendations of the evaluation will feed into the preparation of a new Danish SCR 1325 NAP.

5. Approach and Methodology

The evaluation will be undertaken in accordance with the Danida Evaluation Policy and Evaluation Guidelines[6] and must be based on a clearly outlined 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.

The evaluation process is divided into three phases:
1. <u>Inception phase</u> – in which key stakeholders will be identified, engagements for case-study will be selected and initial data collection will be conducted. The evaluation team will develop and

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[4] Gender mainstreaming: Indicators for the implementation of UNSCR 1325 and its related resolutions, NATO, 2015
[5] http://www.un.org/ga/search/view_doc.asp?symbol=S/2010/173
[6] http://um.dk/en/danida-en/results/eval/reference-documents/

refine the methodology and the evaluation matrix with key evaluation questions, based on the proposal presented. This inception phase will include stakeholder consultations in Copenhagen and discussion of an inception report to the Evaluation Reference Group (see below).

2. <u>Implementation phase</u> – during which the main data collection will take place, including a field mission to selected case engagements. The resulting analysis will be presented in debriefing notes as well as in a preliminary findings paper to be discussed with the Evaluation Reference Group. The Evaluation Team will undertake a field mission to a selected case engagement as well as to Brussels to consult key stakeholders at policy level, such as EU and NATO.

3. <u>Reporting and dissemination phase</u> in which the evaluation team will develop its findings and present them to EVAL 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 in all three stakeholder institutions (MFA, MOD, DP) and Brussels and by phone interviews with other Danish representations in selected countries (New York and Geneva will also be consulted by phone);
- Benchmarking analysis based on a selected number of benchmarks (see Annex 2 for details);
- One field mission including consultations with key stakeholders

<u>Case study approach</u>
The evaluation will apply a case study approach to provide an in-depth assessment of results of selected engagements, in order to understand and nuance key issues, triangulate findings and provide evidence of key outcomes of the engagements and thus the National Action Plan. During the inception phase, the evaluation team with the support of EVAL and the ERG will select cases to be assessed in depth. The cases will be selected from the following engagements: Mali, Kenya and Somalia, regional programmes such the Sahel programme, The Danish-Arab Partnership Programme (DAPP) and the Horn of Africa programme, but will also draw on lessons from other engagements where evaluative evidence exists as reported by the status overview provided by Danida, MoD and MOJ (2017). The cases will include multilateral cooperation through NATO, EU and the UN, as well as engagements by the DP and the MOD.
During the inception phase, 4-5 cases will be selected for in-depth assessment, in addition to the engagements covered in the overall portfolio analysis.

6. Deliverables and timeline

The evaluation will be conducted from December 2018 and involve the deliverables described below. All reporting must be in English.

1. Inception report, including selection of cases (maximum 15 pages)

2. Brief portfolio overview outlining main results of engagements and policy initiatives related to the NAP 1325 (maximum 10 pages)
3. Debriefing note from field mission
4. Preliminary findings paper (maximum 10 pages)
5. Draft reports (maximum 40 pages)
6. Validation workshop and presentation of preliminary findings to all stakeholders in the inter-ministerial committee on the NAP 1325
7. Final report

The below table outlines the proposed timeline:

Date	Task
December 2018	Selection of evaluation team and mobilisation
Early January 2019	Start-up meetings, consultations with stakeholders in Copenhagen
Late January	Inception Report submitted
Early February	Evaluation Reference Group meeting and discussion of Inception Report Cases agreed upon with EVAL and ERG Consultations with stakeholders in Copenhagen
February	Field mission and mission to Brussels
Early March	Debriefing from missions with EVAL/ERG
March	Preliminary findings paper submitted
Late March	ERG meeting to discuss preliminary findings paper
April	First draft report submitted
April	ERG meeting to discuss first draft report
May/June	Publication of evaluation report

7. Organisation and management of the evaluation

Management of the evaluation will follow the Danida Evaluation Guidelines (2018) and the OECD-DAC Quality Standards for Evaluation (2010).

There are three sets of roles in the evaluation process: The Evaluation Management; the Evaluation Team (Consultant) and 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:
- Select the Evaluation Team based on received tenders;
- 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 meetings and workshops, including presenting the evaluation to the internal Programme Committee in the Minister of Foreign Affairs;
- 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 www.evaluation.um.dk).

Role of the Evaluation Team (the Consultant)

The DAC evaluation principle of independence of the Evaluation Team is 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 and the Danida Policy of Evaluation of Development Cooperation;
- 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 about progress of the Evaluation;
- Organise and coordinate meetings and field visits as well as other key events, including debriefing sessions 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 all field work and is responsible for the final evaluation product. The Team Leader will participate in the Evaluation Reference Groups' meetings and other meetings as required (physically or if this is not possible, via videolink). It is envisaged that the ERG meets 4-5 times during the evaluation process.

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 and other evaluation products.

The members of the ERG will be appointed by EVAL in collaboration with UPF and will include representatives from the three partners to the NAP, external experts as well as representatives from relevant departments in the Ministry of Foreign Affairs and relevant CSO partners working within the field of Women, Peace and Security.

The tasks of the ERG are to:
- Comment on the draft Inception Report, the Portfolio Overview the draft Evaluation Report and other relevant documentation provided by the Evaluation Team in order to ensure that the Evaluation is based on factual knowledge about the engagements and how they have been implemented;
- Support the implementation, dissemination and follow-up on the agreed evaluation recommendations.

The ERG will work through meetings, e-mail communication and where necessary, video-conferencing. Other key stakeholders may be consulted at strategic points during the evaluation process and drawn into the Reference Group for reference. The ERG will meet four times during the evaluation process.

8. Composition and qualifications of evaluation team

The evaluation team must possess substantial experience in evaluation of peace and security related work as well as humanitarian action, in particular within areas related to gender equality, stabilisation activities in fragile and conflict affected contexts and contain development as well as civil-military expertise. Solid knowledge and extensive experience with gender issues are required. Strong methodological and analytical skills are required, and the tender should explain the specific experience with evaluative work of the suggested team within this area.

The ideal team combines a high level of evaluation experience with field level experience from peace and security related work in particular as well as a strong academic background related to stabilisation programmes, humanitarian action and development assistance. The team will be required to present a strong gender profile in its experience.

The evaluation team will be required to have:
- Proven capacity and extensive experience in management and conduct of evaluations of peace and security engagements, in particular related to gender focused interventions, stabilisation efforts, civil-military engagements, and protracted conflicts. This includes strong methodological and analytical skills and solid knowledge of the peace and security agenda;
- Strong understanding and experience with work involving policy level engagement, development cooperation and humanitarian action in fragile contexts, including multilateral engagements – with a specific focus on gender-related aspects of the above;
- Country-specific knowledge of selected fragile contexts such as the Sahel region and the Horn of Africa.

The evaluation team is expected to consist of three members involved full-time in the evaluation. The team members' CVs will be evaluated as key personnel. 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).

The tender should clearly state who of the proposed team members covers which qualification criteria. The organisation of the work is the responsibility of the consultants 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 reporting to and communication with the Evaluation Management. The Team Leader will participate in meetings with the Evaluation Management as well as with the Evaluation Reference Group as requested by the Evaluation Management. The Team Leader will participate in all fieldwork and is in charge of the final report writing. The Team Leader's involvement throughout the evaluation process is required.

The team must have access to a person that reads Danish, as a considerable part of the documentation is available in Danish only.

Specifically, the Evaluation Team should cover the following competencies:

Qualifications of the Team Leader:

General experience:
- Relevant higher academic degree;
- Substantial evaluation experience, including as team leader, related to fragile and conflict affected contexts (10 years or more of relevant international experience);
- Experience as team leader for a least 3 evaluations of a comparable level of complexity

Adequacy for the assignment:
- Documented experience from working with engagements in fragile and conflict affected contexts;
- Documented experience from working with gender-related issues, preferably in a fragile context;
- Extensive experience in evaluation of activities at programme and strategy or country level (3 or more references) in fragile and conflict affected states;
- Extensive knowledge of global trends within WPS, SCR 1325 and the SDGs.

Country experience and language:
- Broad international experience, including experience from the Sahel region and Horn of Africa;
- Proficiency in spoken and written English

Qualifications of Core team members – qualifications must complement each other:

General experience:
- Higher academic degree in a field relevant to the assignment

- A profile with emphasis on security and stabilisation and working in fragile contexts, with 10 years of relevant professional experience;
- Experience as team member for evaluations of a comparable level.

Adequacy for the Assignment:
- Relevant thematic experience (gender, WPS, fragile contexts, stabilisation efforts, civil-military partnerships);
- Other analytical work in relation to one or more of the thematic areas stated above.

Country experience and language:
- Experience from the Sahel region and Horn of Africa;
- 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.

9. 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 my question the independence and impartiality of the Evaluation.

If consultants (companies or individuals) have worked extensively for any of the engagements included in the sample of the NAP, they would normally be excluded. Individual consultants' participation as a team member in reviews, studies, etc. for engagements do normally not constitute grounds for exclusion in itself.

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).

10. Financial proposal

The total budget for the evaluation consultancy services is a maximum of 1,020,000 DKK. This includes all fees and reimbursables required for the implementation of the contract, excluding costs of workshops and seminars conducted in Copenhagen.
It is the responsibility of the Tenderer to ensure that the outputs specified above and all other tasks specified in these terms of reference are performed within the frame of the Tenderer's financial proposal and the specified ceiling amount.

The cost of Quality Assurance should be covered by the Tenderer and the time used by the Quality Assurance Manager should not be part of the financial proposal and cannot be invoiced.

In addition to this contract, EVAL will cover the expenditures for graphic lay-out services in relation to preparing the final evaluation report for web publishing.

11. Requirements for 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
- Quality Assurance (QA) of the consultancy services in accordance with the Evaluation Team quality management and quality assurance system, as described in the Tender. Draft reports will also be subject to QA prior to the submission of such reports
- Implementation of the Business Integrity Management Plan, as described in the Consultants' application for qualification.

The Tenders shall comprise a detailed description of the proposed QA. The Tenderer should select a QA Team with competence within the field.
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 been carried out as agreed.

The Tenderer shall select a QA Team, envisaged to consist of one person not directly involved in the Evaluation. The person's CV should be included in the Tender. The QA person should have similar competence and professional experience as the Evaluation Team.

Annex 1: List of references

Denmark's Action Plan on Implementation of Security Council Resolution 1325 on Women and Peace and Security (2005)

Denmark's National Action Plan for implementation of UN Security Council Resolution 1325 on Women, Peace and Security (2008-2013)

Denmark's National Action Plan for Implementation of UN Security Council Resolution 1325 on Women, Peace and Security (2014-2019)

Gender mainstreaming: Indicators for the implementation of UNSCR 1325 and its related resolutions, NATO (2015)

Handlingsplan for FN's verdensmål - Danmark opfølgning på FN's verdensmål for bæredygtig udvikling (2017)

Politiet (Justitsministeriet) 1325 status resolution 1325
https://www.ft.dk/samling/20161/almdel/uru/spm/118/svar/1389201/1732117/index.htm

Status pr. 8. marts 2017 for gennemførelse af initiativer i Danmarks nationale handlingsplan for implementering af FN's sikkerhedsrådsresolution 1325 om Kvinder, fred og sikkerhed: Initiativer under Udenrigsministeriets ansvarsområde (2017)
http://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=2ahUKEwifxd_sjvfe
AhXHJlAKHSzdAdwQFjAAegQIBxAC&url=http%3A%2F%2Fum.dk%2F~%2Fmedia%2FUM%2F
Danish-
site%2FDocuments%2FLigestilling%2FPublikationer%2F2017%2FStatus%2520UMs%2520omrde%2
520UNSCR%25201325%2520-
%25202017.pdf%3Fla%3Dda&usg=AOvVaw1dI2VWOQWywMatrkE3tU6Z

Status på Indsatser på Forsvarsministeriets Område
https://www.ft.dk/samling/20161/almdel/uru/spm/118/svar/1389201/1732118.pdf

The World 2030: Denmark's strategy for development cooperation and humanitarian action (2017)

Annex 2: Benchmarking analysis

The authors of the approach paper in preparation for the evaluation have attempted to systematize the benchmarking information available and are suggesting a set of comparators benchmarking Denmark's NAP against those of like-minded Nordic/Northern European countries.

First, the scoping team conducted analysis of **secondary sources**[7] to **identify commonly used dimensions to evaluate NAPs 1325**. The following were identified: Legal framework; Thematic focus; Actors and Systems, Monitoring and Reporting.

Second, the team found that within those 4 dimensions **13 benchmarks are typical used,** although with variations.

Table 1 below illustrates the finding of this analysis with a simple yes (=1) in the shaded part of the table indicating if a certain benchmark was used in the respective source (for example the Nordic NAP 1325 evaluation (2014)).

Third, using a qualitative assessment score from 1 to 10, with 10 being the highest (i.e. when a NAP is very strong on a particular benchmark according to the documents reviewed), the team then assigned scores against these benchmarks (see Table 2 below)

Using a 'radar' visualization of the selected benchmarks as pertaining to the third Danish NAP (Figure 1 below) and similar documents from Norway, Sweden, Iceland, Finland and The Netherlands the benchmark scores can be used to identify which aspects of Denmark's NAP SCR1325 are relatively weak/need most attention, and how Denmark fares compared to likeminded European countries (Figure 2 below).

The picture that emerges indicates that Denmark tends to be positioned towards the high end of the scale when it comes to domestication of a normative legal framework and reporting to the UN (benchmarks a and b). Denmark appears to be average on, for example, mainstreaming (benchmark d). Denmark scores relatively low on involving CSO involvement, indicators, M&E, national capacity building, workplan and earmarked funding.

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[7] Sources for the table above:
   i. *"Nordic"* refers to the Finnish 1325 Network Evaluation, *Nordic Implementation of UNSCR 1325 – A Comparative Evaluation*
   ii. *"NL"* refers to the 2015 *Evaluation of the Netherlands NAP SCR 1325*
   iii. *"WILPF"* refers to Women's International League for Peace and Freedom
   iv. *"GWU"* refers to the George Washington University report: *Women in Peace and Security through United Nations Security Resolution 1325*
   v. *"DIIS"* refers to DIIS commissioned research, *Women, Peace and Security – and Denmark*

Figure 1: Benchmarking radar illustration strengths and weakness:

Denmark

Figure 2: Benchmarking radar illustration strengths and weakness: Northern European comparison