

Annex A Terms of Reference

1. Background and Context

There has been a large number of evaluations in recent years of how Denmark may have contributed to enhancing access to finance.¹ There is however limited evidence of the outcome and impact of the Danish supported Private Sector Development (PSD) programmes² with regard to improving framework conditions for PSD.

There is no Ministry of Foreign Affairs of Denmark (MFA) overarching PSD programme, strategy or policy document. The core strategic document guiding the support to PSD is the Danish Development and Humanitarian Strategy, *World 2030*. The *World 2030* prioritises the promotion of market-based economic growth and freedom and raising employment levels with the particular purpose of strengthening the development of the private sector in the developing countries. This includes contributing to favourable framework conditions for the private sector, so that it may increase its contribution to the Sustainable Development Goals (SDGs) in the developing countries and globally.

There are a range of Danish PSD programmes, which directly or indirectly contribute to improving the framework conditions for PSD. This includes first and foremost sector- or thematic programmes as part of bilateral country programmes. A range of global initiatives may also have contributed directly as the Aid for Trade programme or more directly as the Danish Market Development Programme (DMDP), Programme for Global Green Growth Goals (P4G), Strategic Partnership Agreement on Labour, and the Sector Strategic Cooperation (SSC) initiative. Denmark is further supporting improved framework conditions for PSD through core support to multilateral agencies such as the World Bank Group, IFC, the European Union and the International Labour Organization among others. Lastly, the Danish support extended through Danish NGO and Danida Fellowship Centre may have directly or indirectly contributed to improved framework conditions for PSD. A recent study³ has reviewed selected global initiatives⁴ supported by MFA and selected Danish bilateral country programmes⁵

¹ Among others "Financing, including blended finance operations and additionality (OECD/DAC EvalNet. 2019 to 2021), Evaluation of Danida Sustainable Infrastructure Finance (2021), Guarantees and Incentives in Development Aid (2020) and the Evaluation of the Investment Fund for Developing Countries 2004-2017 (IFU) (2019). Just to name a few.

² A range of names and titles of the sector- and thematic programme as part of bilateral country programmes are used interchangeable e.g. Business Sector Programme Support, Growth and Employment programmes, and Green Growth Programmes. In addition, the portfolio consists of a range of global programmes and initiatives and support to multilateral agencies as described later in the text.

³ ELK, "*Trends and lessons learned on improving framework conditions for private sector development in the Global South*", May 2021.

⁴ Aid for Trade, Danida Sustainable Infrastructure Finance, Partnering for Green Growth and the Global Goals 2030, Sector Strategic Cooperation, Labour Market Consortia, Danida Market Development Partnerships, Danish Neighbourhood Programme, Danish Arab Partnership Programme and Danida Fellowship Centre.

⁵ In Bangladesh, Ethiopia, Ghana, Kenya, Mali, Somalia, Tanzania and Uganda.

dealing with support to better framework conditions for PSD. The study identified two major programme themes. The first is Green Growth where Danida has, for some time, recognized the role framework conditions play in supporting green growth. The second is Legal, Regulatory and Administrative Reform, where Danish programming has acknowledged the importance of a conducive regulatory framework for doing business.

Other, less frequent, but significant programming themes identified in the study were: Labour Market Reform, Investment Facilitation and Promotion, Enterprise Development, and Access to Finance. Similarly, within the selected country programmes, the less frequent themes are Business Advocacy and Public-Private Dialogue, Investment Facilitation and Promotion, Access to Finance, Enterprise Development, and Value chain and Market Systems Development.

The principles of Doing Development Differently⁶ have recently been incorporated into Danish development assistance. This seeks to improve the relevance and effectiveness of development cooperation through two broad strands. First, by reinforcing a holistic approach to development. Second, by applying an adaptive approach with an increased emphasis on learning. These principles are relevant when considering the future of Danida's programming associated with improving the framework conditions for PSD. They suggest opportunities for new programme synergies that are based on a more holistic and integrated model of development that address emerging challenges when creating more conducive conditions for desired development outcomes. The DDD approach has helped shape this Evaluation in the sense that the Evaluation will be assessing the synergies of the whole range of Danish supported actors and initiatives including global and regional initiatives and bilateral country programmes, support channelled through Danish NGOs as well as core support channelled through multilateral partners. The Evaluation will further assess whether the required flexibility has been in place to adapt the approach to PSD programming during implementation for both the MFA and partners. It is important to note that the historic programmes will of course all be measured against the objectives in place at the time.

2. Purpose

The Evaluation, Learning and Quality (ELK)⁷ Department in the MFA is commissioning an evaluation to evaluate the Danish support for improving the framework conditions for PSD in the Global South⁸.

3. Objective

The Consultant shall carry out an independent evaluation of Denmark's support to improving the framework conditions for PSD in the Global South.

The objectives of the Evaluation are:

- To document and analyse the relevance, coherence, effectiveness (focusing on outcomes/impact), efficiency (including value for money), sustainability of the Danish support

⁶ See [Guidelines for Country Strategic Frameworks Programmes and Projects](#) (um.dk), [Guidelines for Management of Danish Core Support to Multilateral and International Organisations](#) (um.dk) and [Guidance Note for Adaptive Management](#) (um.dk).

⁷ Also referred to as "Client" in the Consultancy Agreement with appendices.

⁸ The phrase "Global South" refers broadly to ODA-eligible countries in the regions of Latin America, Asia, Africa, and Oceania.

for improving the framework conditions for PSD from 2008-2021. This includes the support channelled through the four bilateral country programmes, Danish NGO partners as well as the support channelled through core support to multilateral partners and where relevant, other global or regional initiatives that may have played a conducive role for the improvement of the framework conditions in the four countries.

- On the basis of the lessons learned, to prepare recommendations for relevant Danish programmes and initiatives already in place as well as the future Danish support for improving the framework conditions for PSD.

4. Scope of Work

4.1 Defining framework conditions

This Evaluation will specifically focus on programmes that improve the framework conditions for PSD and is particularly concerned with the development of a more enabling business environment, or 'business climate' for the private sector in developing and emerging economies, rather than the development of the Danish private sector per se. PSD is for the purpose of this Evaluation considered a public good that contributes to economic development and poverty reduction in the Global South.

The Evaluation should apply the Donor Committee for Enterprise Development (DCED) definition for the 'business environment' and 'business environment reform', as formulated in its 2008 *Donor Guidelines for Business Environment Reform*.⁹ This includes reforms that span the four 'levels' of the business environment (i.e., regional, national, subnational, and sector) as well as the 'functional areas' of business environment reform.¹⁰ However, beyond this somewhat narrow definition and scope, the Evaluation should accommodate a set of programming themes that are found across the Danish PSD programming. This includes the framework condition programming themes described in the next section.

4.2 Framework condition themes to be included in the Evaluation

Below is a long-list of themes which may be evaluated in the case studies. However, not all themes will be equally relevant for all the case studies. As an example, Denmark may not have supported commercial courts in Mali in the period and this theme is therefore not directly relevant for the Mali case study whereas commercial courts have been supported in Ghana and it therefore relevant as part

⁹ As an active member of the DCED and its Business Environment Working Group for many years, Danida was a part of the process in 2007/8 in which this definition was formally adopted.

¹⁰ Specifically, attention should be given to programmes that support reforms in: (1) simplifying business registration and licensing procedures; (2) improving tax policies and administration; (3) improving labour laws and administration; (4) improving the overall quality of regulatory governance; (5) improving land titles, registers and administration; (6) simplifying and speeding up access to commercial courts and to alternative dispute resolution mechanisms; and (7) broadening public-private dialogue processes with a particular focus on including informal operators, especially women. The two other DCED functional areas are considered less relevant. These are (8) 'improving access to market information', which is only included in this study where programme interventions specifically focus on legal, regulatory and administrative reform that improve access to market information; and (9) 'enabling better access to finance', which is only included in this study where programme interventions specifically focus on legal, regulatory and administrative reform that improve access to finance and not, for instance, the provision of financial services directly to enterprises.

of the Ghana case study. The more cross-cutting themes (e.g. political-economy, gender, youth and human rights) will however as a general rule be relevant for all case studies.

Mapping Indicators	Definition or Application
Legal, Regulatory and Administration Reform	Business registration, licensing, taxation administration, land reform administration, and digitalisation. This is considered a core business environment issue (DCED 2008).
Labour Market Reform	Labour courts, conflict and mediation, social dialogue, collective bargaining agreements. This is included in the DCED (2008) 'functional areas' of BER, listed above.
Investment Facilitation and Promotion	Foreign investment policies, programmes and agencies. Legal, regulatory and administration reform related to investment (i.e., foreign and domestic investment) is often included in the 'narrow' business environment definition. However, investment promotion is typically focused on promoting foreign investment opportunities and is not necessarily seen as a core business environment issue. More recently, emphasis is given to both – facilitation and promotion. ¹¹
Trade Regimes, Facilitation, and Promotion	Trade policies, laws, regulations, promotion programmes and agencies. Legal, regulatory and administration reform related to trade is often included in the 'narrow' DCED definition, but trade promotion (e.g., export promotion programmes) is not necessarily treated in the same way.
Commercial Justice and Dispute Resolution	Commercial courts; alternative dispute resolution mechanisms. This is included in the DCED (2008) 'functional areas' of BER.
Human Rights	Rights of marginalised and other social groups (e.g., refugees, migrant communities). In terms of framework conditions, this theme focuses on ensuring human rights in more inclusive forms of economic and employment development through legal, regulatory and administration reforms as well as the inclusion of marginalised social groups in public-private dialogue.
Governance and Political Economy	Includes public sector governance programmes that address the regulation of the private sector, as well as programmes that seek to reduce corruption, which often involves public and private actors, and the promotion of responsible business practices. While not considered within the narrow business environment definition, improvements to legal, regulatory and administration frameworks often improve governance, increase transparency and accountability, while reducing the opportunity for corruption (e.g., by introducing or strengthening rule-based procedures and removing discretion).

¹¹ See: JICA (2019) *Business Environment Reform and Investment Promotion; Study Report*, Donor Committee for Enterprise Development, Cambridge, UK; and White, S. and Fortune, P. (2015) *Business Environment Reform and Investment Promotion and Facilitation: Rapid Evidence Assessment*. London: Coffey International Development.

Gender Equity	This includes whether there are programmes that directly or indirectly address gender barriers to employment and business development. ¹²
Youth	Programmes that specifically address barriers to youth employment and business ownership. From a framework conditions and business environment perspective, this theme focuses on the legal, regulatory and administration barriers that reduce participation by young women and men in business and the economy more broadly. Danida has a strong policy focus on youth, especially in Africa.
Business Advocacy, Public-Private Dialogue and private sector led initiatives	Advocacy funds and capacity building support to business member organizations. This is considered a core business environment issue (DCED 2008). This may also include support for the private sector to organise itself in relation to associations, dialogues, internal sectorial standards, quality assurance and certification schemes in relation to for example sustainability.
Infrastructure Development	Infrastructure is typically considered an investment climate issue. Good infrastructure is an essential enabling requirement for business and economic development. While this has traditionally been led and funded by government, increasing attention has been given to facilitating private investment into infrastructure, including the promotion of public-private partnerships (PPPs) around infrastructure projects.
Social Investments	As with infrastructure development, above, the investment theme is typically considered an investment climate issue. However, there are new trends in investment emerging. This is a broad theme dealing with a number of concerns. The European Commission defines social investment as being ‘about investing in people... policies designed to strengthen people’s skills and capacities and support them to participate fully in employment and social life’. ¹³ The OECD refers to social impact investment, which deals with ‘the provision of finance to organizations addressing social needs with the explicit expectation of a measurable social, as well as financial, return’. ¹⁴ Danida’s global programming contains a number of social investment initiatives that encompass sustainability and the use of public and private investments, including PPPs, to contribute to achieving the SDGs and dealing with climate change. ¹⁵ This may also include supporting an enabling environment for innovation.
Green Growth and Climate Change Adaptation	While this is another broad programme theme, the specific concern within the context of framework conditions is with the use of policy, legal, regulatory and administration reform oriented towards catalysing new investments into green growth and mitigating negative impacts of PSD on the environment.
Access to Finance (BER Focus)	Includes financial sector reform and access to a wide range of financial products and services. This is included in the DCED (2008) ‘functional areas’ of BER. However, it does not include the direct provision of finance to private enterprises. The emphasis given to ‘BER focus’ reflects the understanding that the provision of financial services for PSD is a major topic of its own; one that has been previously evaluated.

¹² See DCED (2016) *Business Environment Reform and Gender; Technical Report*, DCED, Cambridge; DCED (2016) *Supporting Business Environment Reforms: Practical Guidance for Development Agencies; Annex: Gender and Business Environment Reform*, DCED, Cambridge.

¹³ European Commission Employment, Social Affairs and Inclusion, [Social Investment website](#), accessed 19 April 2021.

¹⁴ OECD, [Social Impact Investment website](#), accessed 19 April 2021.

¹⁵ This does not include standalone education and health programmes.

	Here, the focus is on programmes that address the policy, legal, regulatory, and administration of financial services.
Enterprise Development	Encompasses a broad range of issues, including business services (e.g., management training). A very broad programme area, which is often supply oriented, while BER is a demand-side approach; growing focus on market systems development (MSD) and in how to achieve better programming links between BER and MSD.
Value Chain and Market Systems Development	Enterprise development applying systemic models in selected markets and value chains. There is growing interest in finding better programming links between BER and MSD and value chain development. Here, again, the focus is not on input provided to individual firms, but rather on the business environment that governs the functioning of value chains and market systems and how this can be improved.
Skills Development	Focus here is not on capacity building and skills development provided to the ultimate beneficiaries, but rather efforts to strengthen vocational education and training systems and institutions.

4.3 Evaluation questions

A specification of the main evaluation questions (EQs) is as follows:

Relevance

- EQ 1** What are the key elements of the framework conditions for PSD targeted by Danish funded interventions? To what extent has the support been relevant in terms of improving the framework conditions for PSD? What are the key elements of a theory of change behind Danida's programming in this field?
- EQ 2** Applying a green lens to framework conditions, what are the key element of the Danish support to improving the framework condition for PSD in the thematic area of green growth?
- EQ 3** How have Danish support (i.e., programmes, partners) applied a political economy analysis in the design of programmes that support the improvement of framework conditions for PSD.
- EQ 4** How relevant has the Danish support been in terms of more inclusive forms of PSD (e.g., poverty orientation, leaving no-one behind, women, youth, refugees, etc.)?

Coherence

- EQ 5** **Internal coherence:** To which extent have there been complementarities and synergies between: (a) the Danish bilateral country programmes, (b) the Danish support channelled through multilateral channels (core, soft-earmarked support) and (c) the Danish support and engagements through relevant global/regional programmes, regional programmes, relevant support channelled through Danish NGOs and Danida Fellowship Centre.
- EQ 6** **External coherence:** To what extent has there been consistency of the Danish supported intervention with other actors' interventions in the same context. The assessment should include complementarity, harmonisation and co-ordination with others, and the extent to which the Danish supported intervention are adding value while avoiding duplication of effort. Lastly, the Evaluation should reply to whether the Danish supported interventions are

coherent with relevant international norms and standards and whether the Danish approach is coherent with global learning, trends and good practices.

Effectiveness and impact

In terms of longer-term development effects, the Evaluation should assess both intended and unintended, positive and negative effects of the interventions:

- EQ 7** What have been the outcomes of support to improving framework conditions for PSD including institution building and strengthening of systems. To what extent has Danish support to framework conditions for PSD contributed to impact or trajectories of impact in terms of economic development, job creation and poverty reduction?
- EQ 8** What kinds of interventions, mechanisms or modalities have been well-suited to support the improvement of framework conditions for PSD including in fragile settings? What were the most important factors influencing whether an intervention targeting improved framework conditions achieved its objective?
- EQ 9** What role have Danish embassies played in supporting the improvement of framework conditions for PSD and how could the role of the embassies be strengthened (e.g., as part of the general policy dialogue with host governments)? Does the embassies have the required skills set to effectively manage PSD programmes?
- EQ 10** How and to what extent has Danish PSD support contributed to improved framework conditions in terms of improving rule of law and anti-corruption and political-economic drivers of reforms (e.g., through the use of business advocacy challenge funds)?
- EQ 11** How have the Danish development concerns regarding human rights, gender equity, young people and marginalised groups and internally displaced/refugees been mainstreamed within programming interventions designed to improve the framework conditions for PSD?
- EQ 12** Are the results frameworks and monitoring, evaluation, accountability and learning (MEAL) systems a useful basis for assessing progress, learning, innovation and documenting results? Has the required flexibility been in place to adapt the approach during implementation for both the MFA and partners?

Efficiency

- EQ 13** What efficiency challenges have Danish programmes supporting better framework conditions for PSD experienced? Are there specific value for money considerations that have affected successful programming and has implementation of the programmes provided value for money?

Sustainability

- EQ 14** Are there specific programme interventions that have proved to be more sustainable in terms of institution building and strengthening of systems as well as economic development, job creation and poverty reduction?

Recommendations

- EQ 15** What are the recommendations on how to best to support improved framework conditions for PSD in relation to both existing and future programmes and initiatives?

4.4 Methodology and case studies

In accordance with OECD/DAC Quality Standards for Evaluation (2010) and the Danida Evaluation Guidelines (January 2018), the Evaluation must be based on a clearly outlined methodology. Tenderers are expected to present an initial approach and methodology of the Evaluation at the tender stage. During the inception phase, the Evaluation Team will present and justify the proposed portfolio to be included in the Evaluation, thoroughly analyse available documents and reports and propose a detailed evaluation framework and approach for the Evaluation including the below case studies.

In four case countries (Kenya, Tanzania, Ghana and Mali), the Evaluation will analyse how the bilateral country programmes have contributed to conducive framework conditions for PSD and how synergies may have been created with global/regional initiatives (Aid for Trade, Danida Sustainable Infrastructure Finance (DSIF), Partnering for Green Growth and the Global Goals 2030 (P4G), Sector Strategic Cooperation (SSC) Labour Market Consortia LMC), Danida Market Development Partnerships (DMDP), and Danida Fellowship Centre (DFC)) and interventions by Danish NGOs and multilateral partners (through core support) funded by the MFA. The unit of analysis is thus the country level. Missions are expected to all case countries.

These country cases will be an important source of knowledge on what works on the ground in terms of the evaluation themes. The following countries, which provide examples from different regions, levels of development and fragility contexts, are selected:

- **Kenya:** Extensive support to PSD has been provided in Kenya since 2006 where the first Business Sector Support Programme was approved. In 2016, the business sector programme and the environment programmes were merged into a green growth and employment programme. Compared to other Danish funded business sector engagements, the programme in Kenya has the strongest focus on climate change and green transformation and hence represents an interesting case.
- **Tanzania:** Tanzania is currently finalizing its fourth phase of Business Sector Programme Support. A wide range of themes influencing the framework for PSD have been supported and as such it is relevant to seek to draw evidence and learning from these efforts.
- **Ghana:** Ghana is chosen because it is one of the countries which with the highest volume of Danish PSD and framework conditions programming over the years ranging from support to legal, regulatory and administrative reform, business advocacy, green growth, access to finance and value chain and market system development.
- **Mali:** Support has been provided to PSD since 2008. Mali is characterised as a poor, fragile country in Denmark's strategy (i.e., The World 2030) for development cooperation and humanitarian action. As such, the inclusion of Mali in this Evaluation will provide valuable learning on PSD framework interventions in fragile contexts.

Beyond the four country cases, a thematic case study should be designed to analyse how the Danish portfolio of PSD projects and programmes has contributed to improved framework condition through Business Advocacy Funds. Over the years significant resources have been allocated to establishment of such funds. These funding facilities have provided funding and capacity building support to private sector organizations and academia. Funding has been provided for projects targeting a specific constraint and advocate for an improved business environment. The approach adopted by the individual funds have varied from country to country and evolved over time. All advocacy funds, to varying degrees, have however operated as challenge funds and have provided funding for a variety of actors (see box below). Data for the thematic case study will among others be collected during the field missions to Kenya, Tanzania, and Ghana. There will not be a field mission to Mozambique so the FAN Fund in Mozambique will be evaluated as a desk study combined with virtual interviews and the survey.

Summary of four Danida-funded Business Advocacy Fund Facilities	
<p><u>BEST-Dialogue in Tanzania</u> Designed with four main outcomes:</p> <ol style="list-style-type: none"> 1) The Advocacy and dialogue fund supporting advocacy efforts of BMOs, 2) Capacity building of selected BMOs to enable them to engage in a sustained dialogue with selected government institutions, 3) Support to communication and media to encourage greater public debate on the importance of sustainable, private sector-led growth, and 4) Support to Research and Knowledge Management. <p>From 2013-2019, BEST-Dialogue supported over 65 PSOs with grants, training, and technical assistance.</p>	<p><u>Business Sector Advocacy Challenge (BUSAC) Fund, Ghana (Phase III)</u> Designed with five windows:</p> <ol style="list-style-type: none"> 1) For district based PSOs, CBOs and rapid response business advocacy actions, 2) Advocacy issues of national or sectoral significance, green growth issues, 3) A facility for the creation of public-private dialogue (PPD) platforms, 4) Post advocacy facility, and 5) Support for PSOs to provide business development services to their members. <p>Between 2004 and 2020, the BUSAC fund provided over 1,100 business advocacy grants to PSOs and farmer-based organizations in all 16 regions of Ghana. Grants worth USD 48 million.</p>
<p><u>Business Advocacy Fund in Kenya</u> Four key areas of support:</p> <ol style="list-style-type: none"> 1) Advocacy support: grant funding to support dialogue and advocacy, 2) Capacity building: training and mentoring to build the capacity of business associations to engage in effective dialogue and advocacy, 3) Sustainability support: grants and mentoring to build long-term sustainability within associations, and 4) Media awareness: training on how to raise media awareness and encourage quality coverage of the importance of creating an enabling environment for business. <p>Between 2016 and 2020, the fund supported 48 BMOs with 108 grants totalling around USD 2.9 million.</p>	<p><u>FAN Fund in Mozambique</u> Four windows:</p> <ol style="list-style-type: none"> 1) Increase the management capacity and performance of business member organizations, 2) Strengthen the private sector organizations' capacity and effectiveness in advocating for policy and institutional changes to improve the business environment and tripartite social dialogue, 3) Promote national structures and partnerships for dialogue between public and business member organizations and labour or trade unions at national and local levels, and 4) Strengthened international partnerships for a better and more responsible and sustainable business environment in Mozambique.

The data collection methods may also include a survey to selected stakeholders. The Consultant should justify if and how a survey should be carried out as part of the proposed methodology. It will be an advantage if methods are conducive for consultation of a broad selection of stakeholders (the private sector itself, state and non-state actors, final beneficiaries) and that age, gender etc. is taken into account when selecting stakeholders to consult. The Consultant may propose other innovative methodological approaches to data collection and analysis, including proposals for digital analytics.

It is expected that 80% of the consultancy hours will be spent on the case studies and the remaining 20% on analysing the data across the case studies.

5. Outputs

The outputs of the Evaluation will include:

- An inception report with evaluation design. The report will provide an evaluation matrix dealing with the evaluation questions, thorough outline of the methodology to be used and the findings from the document review.
- Brief case study reports (20-25 pages)
- An initial findings paper (not for publication).
- A draft final report.
- A final report not exceeding (maximum 50 pages plus annexes).

6. Timing

ELK expects that the Assignment is completed in accordance with the following timetable:

Task	Date/period	Responsible/involved
Initiation of evaluation (signing of contract)	Start October	ELK and ET
Inception, including country and thematic case design		ET and partners in concerned countries
Draft inception report submitted	01/12/2021	ET
Discussion of inception report		ELK, ERG and ET
Case study reports (case countries and the thematic case study)		ET
Survey		ET
Preliminary findings paper		ET
Discussion of findings		ELK, ERG and ET
Draft report submitted		ET
Final report	01/10/2022	ET
Launch final report and seminar in Copenhagen and in either all or a sample of selected case countries		ET and ELK

7. Reporting Requirements

In addition to the reporting described for the evaluation outputs, the Evaluation Team shall prepare an inception report including a detailed work programme. The inception report shall include an elaborated methodology of the Evaluation, including the design, approach, data collection strategy and methods, analytical framework and reporting outline. This will be a further elaboration of the approach and

methodology already presented in the tender. The inception report will also include the proposed portfolio to be included in the Evaluation. The Evaluation Team will present the inception report for discussion with the Evaluation Reference Group (ERG) and for approval (cf. Section 8 below) to the Evaluation Management before the evaluation analysis is commenced.

Relevant documentation of the evaluation process and data including reports from field visits, raw data collected, survey data, progress reports, minutes of meetings, QA reports, presentation and similar shall be properly organised and included as part of the reporting.

The evaluation outputs will all be submitted to the responsible contact person in ELK and must comply with the ELK guidelines for report writing and layout, which can be found at www.evaluation.dk (under reference documents).

8. Management

Management of the Evaluation will follow the Danida Evaluation Guidelines (2018) and the OECD-DAC quality standards (2010). There are three sets of roles in the process: a) the Evaluation Management, b) the Evaluation Team, and c) the Evaluation Reference Group (ERG).

8.1 Role of the Evaluation Management (the Client, ELK)

The Evaluation will be supervised and managed by ELK in the Ministry of Foreign Affairs of Denmark. The Evaluation 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 Evaluation Team. Comment on draft versions of the inception report, the work plan, annual field visit reports and the final evaluation report. Approve final reports.
- Organise and chair 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 and the Minister for Foreign Affairs (the responsible department or embassy drafts the management response).
- Advise relevant stakeholders on matters related to the Evaluation.

8.2 Role of the Evaluation Team (the Consultant, ET)

The DAC evaluation principles of independence of the Evaluation Team will be applied. The Evaluation Team will carry out the Evaluation and will:

- Prepare and carry out the Evaluation according to the terms of reference, the submitted tender, 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 or validation workshops in the field visit countries.

The Team Leader is responsible for the team's reporting, proper quality assurance and for the organization of the work. The Team Leader will participate in the ERG meetings and other meetings as required and upon request. It is envisaged that the Team Leader will participate in approximately four meetings in Copenhagen during the whole process.

Composition and qualifications of the team

The Evaluation will be carried out by:

- A team leader with extensive evaluation experience as well as experience with PSD in the Global South.
- An international expert with extensive experience in framework conditions for PSD in the Global South and evaluation experience
- Four national consultants (i.e., Kenya, Tanzania, Ghana, and Mali).

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

The Consultant may include personnel for additional functions, e.g. research assistant(s), subject matter specialist(s) and an external quality assurance person.

Eligibility

The OECD-DAC evaluation principles of independence of the Evaluation Team 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 ELK of any potential issues relating to conflicts of interest.

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.
- 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. ELK may request documentation for the QA undertaken in the process.
- All QA activities should be properly documented and reported to ELK.

8.3 Role of the Evaluation Reference Group (ERG)

An Evaluation Reference Group (ERG) will be established and chaired by ELK. Other members of the ERG will be determined by ELK. The mandate of the ERG is to provide advisory support and inputs to the Evaluation (e.g., through comments to draft reports). The reference group will work with direct meetings, e-mail communication and videoconferencing. The tasks of the ERG are to:

- Comment on draft inception report, case study reports, findings paper and the draft evaluation report with a view to ensure that the Evaluation is based on factual knowledge about the engagement and how it has 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.

9. Budget

The total budget for the consultancy services is a maximum of DKK 3 million net of VAT. The tenderers financial proposal shall include all costs for fees and project related reimbursable expenses. It is the responsibility of the tenderer to ensure that the products and outputs specified above and all other tasks specified in these terms of reference are performed within the framework of the financial proposal and the specified ceiling amounts.

The cost of internal quality assurance (QA) should be included in the tenderer's overhead.

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

10. 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.

11. Background Documents

The recent study¹⁶, carried out in preparation for this Evaluation, is a key document readily available.

ELK has further compiled background documents for the Evaluation that will be made available to the Consultant.

¹⁶ ELK, "Trends and lessons learned on improving framework conditions for private sector development in the Global South", May.