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| TERMS OF REFERENCE for *[name of assignment, dates]* |

1. **Background and context**

*[Provide the background for the assignment including short description of the programme/project in question; short description of the country and/or thematic context within which the programme/project is situated; reference to the finance act could be relevant. The purpose of the description is to ensure that the consultant(s) is/are aware of the overall framework for the assignment. Reference to ministry guidelines guiding the assignment will be useful.]*

1. **Purpose**

*[Stating the overall purpose of the assignment will assist the consultant(s) in delivering the most useful outputs for the ministry/representation. Consultant(s) will focus on the objectives and the deliverables. However, if the purpose, i.e. description of what the ministry/representation intends to use the outputs for, is clear from the outset, the consultant(s) is/are more likely to adjust the outputs to fit the need of the ministry/representation the best. It is important that the purpose, and subsequent objective, is not to undertake work that is vested with the ministry/representation as a core mandate. Consultants can only assist and provide input to a process managed by the ministry/representation]*

1. **Objective**

*[Describing in a few sentences what the objective of the assignment is; it could be a description of the situation/knowledge/design the ministry/representation wants to have at the end of the assignment]]*

1. **Outputs/deliverables**

*[Description of the actual deliverables the consultant(s) is/are supposed to deliver. This could be (but all is not required for all assignments, and only serves as examples). Other outputs/deliverables should be described according to the specific assignment. Be as specific as you can, without limiting the ability of the consultant(s) to provide us with their specialist competencies and suggest new and better ways of doing business:*

* *Inception note/report –description of the detailed approach by the consultant(s) in achieving the objective*
* *Meetings and presentations – include required meetings and presentations in the deliverables. Consultant(s) will use resources on preparing presentations etc. therefore they should be mentioned. Be careful not to ask for too many, as resources may be used too much for these activities.*
* *Draft report*
* *Final report*
* *Delivery of training*
* *Delivery of a product, concept etc.*

*Include, if possible, not only quantitative outputs, but also aspects of quality and where needed aspects of time (when to be delivered).*

*The list of outputs should be the list of deliverables, when achieved, which will fully achieve the purpose and objective of the assignment.]*

1. **Scope of Work**

*[This is a suggested list of activities and sequence in the delivery of the assignment. Usually there will be some order in which the assignment should be undertaken, this should be described here. However, there should be enough flexibility for the consultant(s) to organise the work in the most effective and efficient way. The TOR are designed prior to entering a contract; therefore all circumstances cannot be foreseen in terms of planning of the work. In complex assignments an inception report/note, can be required to outline a more detailed scope of work and methodology in the delivery of the assignment.]*

1. **Method of work**

*[In some instances, but not all, where the assignment is very complex and requires agreement on the type of methodology used, this section can be included to ensure the desired methodology is used, typically in large assignment with strong focus on analysis or assignments where process is as important as the actual deliverable.]*

1. **Qualifications of consultant(s)/Team**

*[This should describe, in case of a team of consultants, the number of team members and their area of speciality*

* *NN … specialist, team leader*
* *NN*
* *NN*

*Description of required qualification(s) of the individual specialists:*

* *Should be specific enough to be able to make a qualified assessment as to whether the consultant meets, or does not meet the qualifications.*
* *There could be considerations on minimum required qualifications.*
* *There could be distinction between desirable (and advantage) and required qualifications (must have).*
* *Qualifications can be level of education, certifications, years of experience in the areas of assignment, previous experience with this type of assignment, references (if possible), language skills, experience from the countries related to assignment, personal skills such as ability to facilitate, manage, and do training etc.*

*While a long list of required qualifications is desirable, the list should be prepared keeping in mind that the more qualifications are required the smaller the pool of consultants who qualify will become. The qualifications could be listed according to the following headings as listed in the Standard Request for Proposals – Danida contracts)*

* *General qualifications:*
* *Adequacy for the assignment:*
* *Experiences in the region and language:*
* *]*
1. **Timing**

*[if not clearly described elsewhere, a clear outline of the required deliverables should be made, this can also include key event in the scope of work. The description of timing is an important aspect of delivering the desired outputs and should be communicated clearly. Where needed, timing could be down to the level of individual team members, but usually they are formulated in a manner that states what the requirement is, but allow the designated team leader to decide on how to meet the specific deadlines.]*

1. **Estimated budget and level of effort**

*[The most usual effort is the time of consultants, therefore it is important to specify how many hours (level of effort) are expected of the team, or the individual experts. The qualifications required will give an indication on what level of remuneration the consultants is likely to cost, which should be considered in the description of number of hours and expected hourly rate.*

*Budget will naturally include the calculations on the cost of the level of effort by the various consultants. In addition the budget should include aspects such as:*

* *Travel cost*
* *Audit expenses*
* *Reimbursable cost such as printing of materials, communication cost, security cost, procurement of materials needed etc. Consult the contract team for information on what is allowable.*

*If the budget is not strictly determined in advance, it should be stated if the consultant(s) can propose a different level of effort and thereby budget, or whether there is a ceiling to the cost of the assignment]*

1. **Background documents**

*[List of background documents which are required for the consultant to undertake the assignment. The list should be exhaustive, but also taking into account that the consultants will need to spend time, and thereby use the budget, on reading through the listed documents.]*

1. **Reporting and management**

*[A brief description of the reporting relationships and management of the assignment. The consultant(s) is/are responsible for delivery of the outputs required and for internal management of the consultant team. A contact in the ministry/representation should be appointed as responsible for the management of the assignment on behalf of the ministry/representation, in some instances multiple points of contacts could be appointed, but it should be clear who is overall in charge of the assignment in the ministry/representation. Consultants should always be under direct management and supervision by the ministry/representation. Also, consultants cannot be tasked with assignments where they undertake ministry/representation responsibility of managing other consultants, although different teams of consultants can be asked to supplement each other and do quality assurance etc. on the work of other consultancy assignments.]*

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| Date |  | MFA/Representation team leader |