DANIDA FELLOWSHIP PROGRAMME
Tender Document: 14.02

Instructions to Tenderers

1.1 Activity title
Development and implementation of a 3-week fellowship course with the working title “Corporate Social Responsibility”

The course is planned to be the first in a planned series of three courses over the next 3 years: in 2015, in 2016 and in 2017. Contracts for the individual courses will be granted one by one provided that the course is in demand by Danida programmes/projects and provided that adequate funds are made available in the Budget.

1.2 Description
See below

1.3 Financing and contract
Danida Fellowship Centre (DFC) shall finance the activity, negotiate and sign the contract.

1.4 Tenderers
The tendering is open tendering according to the Danish general rules for tendering of services in the public sector (“Konkurrenceloven”).

Prospective tenderers are expected to keep themselves updated on future options for bidding for Fellowship courses and relevant information hereto. All tender information will be posted on DFC’s website.

1.5 Expenses Relating to Tendering
The tenderer shall bear all expenses incurred in relation to preparation and submission of the tender.

1.6 Tender Documents
The tender documents consist of the following:
• Invitation to Tender (announced on DFC’s website)
• Instructions to Tenderers (including Outline of Activity and Scope of Work)
• ”Retningslinier for kursusafholdelse, budget og regnskab – Januar 2014” found at http://dfcentre.com/courses-studies/information-for-places-of-study/

For general information regarding the Danida Fellowship Programme and DFC, see www.dfcentre.com
1.7 **Price**
The financial proposal must be prepared according to DFC’s guidelines (“Retningslinier for kursusafholdelse, budget og regnskab – Januar 2014”), refer to link above.

The financial proposal price shall be divided into one, possibly two, separate parts:

I: Detailed course budget (development and implementation of the course) with overhead specified for each activity (e.g. course management, facilitation, guidance on excursions, counselling, etc.). Curriculum Development has to be indicated separately.

The financial proposal must reflect that the course is planned to be repeated (a total of 3 courses); thus, it is expected by DFC that the fee shall be reduced for courses 2 and 3; the reduction should be clearly indicated in the financial proposal.

II: One budget for accommodation (if required)

1.8 **Human Resources**
The proposed human resources shall have appropriate professional as well as educational qualifications, working experience from at least one developing country (a minimum of 6 months combined) and fluency in English. The proposal must include a brief presentation of the candidates assigned and their responsibilities pertaining to this assignment, as well as an overview showing detailed allocation of hours and responsibilities for each proposed member of staff. Failure to do so will result in the tender being considered non-compliant. In addition, the tenderer must annex the proposed candidates’ CVs with selected assignments relevant to this course only.

A balanced team of candidates in terms of gender and years of experience will be considered an advantage by DFC.

DFC reserves the right to request changes of proposed staff during contract negotiations.
Replacement of proposed staff after entering into contract can only be allowed upon prior approval by DFC.

The tendering entity shall be requested to indicate whether they have the ability to conduct the course in other languages than English.

1.9 **Clarifications**
Questions of clarification can be raised until **29 August 2014**. The questions raised and answers given will be forwarded to all tenderers on **1 September 2014**.

1.10 **Contents of the tender**
I A proposal describing the development and implementation of a **three-week** Fellowship Course in “**Corporate Social Responsibility**”
II CVs for proposed candidates (maximum 5 pages) – **CVs longer than 5 pages will be considered non-compliant**
III Selected references (maximum 5, not older than 4 years)
IV Amendments to the activity (if any)
V A financial proposal
1.11 **Validity of tender**
Tender validity period is 90 days

1.12 **Submission of tender**
The Tender shall be written in English and submitted in a sealed envelope marked:

**Tender 14.02**

to: **Danida Fellowship Centre, Hostrupsgade 22, 1950 Frederiksberg C.**

Tenders must be received at DFC in an **electronic copy** and **two hard copies** no later than 5 September 2014 at 3.00 pm.

*Please note that only tenderers having notified DFC by 22 August 2014 of their intention to submit a tender will be considered by the Evaluation Committee.*

1.13 **Tender evaluation**
DFC will carry out the evaluation based on the following criteria:

- Contents of the proposal (vision, approach and methodology, etc.)
- Resources (e.g. staff, company experience, venue, facilities, etc.)
- Amendments to the activity (if any) may lift the score, if found relevant by DFC
- Price (e.g. no. of hours for curriculum development, budget for subsequent courses)

For study places within the Copenhagen area, DFC will provide accommodation etc. Outside Copenhagen, these costs shall be included as a separate part of the tender. The geographical venue of the course shall not influence the tender evaluation; this is also the case, should it later be decided to conduct part of the course in a developing country.

DFC reserves the right to accept any of the tenders or reject all. The tenderer who has submitted the best acceptable proposal will be invited for contract negotiations.

DFC will notify all tenderers on which entity will be invited for contract negotiations by the latest on **22 September 2014. The selection of the winning proposal will be announced on DFC’s website.**

DFC shall not be obliged to state the reasons for its decision nor shall it enter into any discussion or correspondence with tenderers on the results of the tender.
Outline of Activity

Introduction
The purpose of the course is to enhance the CSR competencies of the participants and facilitate insight and reflection on how to integrate CSR in their own practice within a company or organisation.

The course introduces the participants to CSR principles and dimensions laid down in international standards applicable to the private sector and social actors. It presents and explains tools for integration of CSR in strategic planning and implementation in daily processes and activities; further, it illustrates how to set up a robust CSR organisation that enables CSR professionals to work efficiently with visible results.

Furthermore, the course introduces the participants to basic principles of sustainable supply chains management, sustainable communication and branding, and to methodologies and schemes for monitoring and reporting on CSR.

It also provides the participants with knowledge on how to engage stakeholders and to identify the need for effective remedies for negative impact on CSR areas relevant in their own context.

By the end of the course, participants will have the necessary skills to draft and present a CSR strategy that identifies areas and actions to be initiated in their own company or organisation.

Course Characteristics

Background and Context
The focus on CSR has increased immensely during the past decade and has led to expectations among a variety of stakeholders, vis-à-vis the business sector’s ability to ensure legal and social compliance as well as adequate risk management, and innovative exploration and exploitation of CSR related business opportunities.

CSR is thus characterized by a number of different approaches and a multi-functional practical setting in which it is expected to be implemented with visible and sustainable results.

CSR professionals therefore have to possess adequate knowledge of international principles and standards, of mechanisms that ensure compliance in daily practices, and of relevant and effective monitoring schemes. At the same time, they have to understand the business model and the business culture as well as the societal context in which they are to manoeuvring and facilitating the realization of CSR endeavours.

Course Goals
The participants are to gain good understanding of core CSR concepts and CSR dimensions, i.e. human rights, labour, environment and anti-corruption, and of methodologies and tools to transform the CSR principles into policies, plans and activities, and into schemes to monitor and report on their progress.
They will be introduced to good practices and different business models that embrace CSR, and show how the goal for profitability is successfully combined with social responsibility. The examples used illustrate the advantages of a solid CSR planning base and organisation, and the need to identify positive and negative impacts on employees, customers and society stemming from business activities.

Participant shall be able to directly apply the course contents in a way that enhances progress in their respective areas of work, and in the long-term, supports the attainment of strategic objectives for promoting CSR in the company or organisations for which they work.

The learning process during the course shall ensure a strong focus on team development and synergies of the cross-cultural and branch specific experiences among participants, and between participants and representatives of Danish organisations and institutions met during the course. They shall receive relevant individual guidance in defining their company or organisation’s CSR purpose and strategy.

Course Impact
The course will enable participants to draft and implement a CSR strategy by understanding their role in four vital processes for the realization of integrated CSR:

Planning
The participants understand the background and purpose of CSR, and are able to identify objectives and targets relevant in their own context, and to transform them into a CSR policy and plan of action.

Doing
The participants are able to identify necessary and relevant structures, procedures and needs for CSR initiatives and training to achieve effective implementation of CSR objectives and targets. They are also able to describe how communication and branding could be used to fulfil the objectives in a proactive, yet sustainable way.

Checking
They know how to measure CSR output and outcome and are able to identify a relevant monitoring scheme for their company or organisation. Also, they know how and when to ensure management review, robust recording and external auditing.

Adjusting
The participants are familiar with tools to adjust CSR activities, and they have insight in good practices on review, corrective and preventive actions that are relevant to obtain continuous improvement in their own context.

Training Approach
The training should be based on a dynamic approach that ensures a shift between different pedagogical tools and creates room for listening, watching and doing:

- focused listening on expert presentations
- watching good practices on site, i.e. headquarters or production sites of companies/public administration/organisations
• *reflection* - individually or in groups - on their own practices, challenges and options
• *drafting* a CSR strategy (action plan).

**Target Group**

This Course is targeting CSR professionals in business strategy, legal, human resource or communication functions in the private sector as well as civil society actors. The Course is also relevant for representatives for public authorities, e.g. from ministries for business, growth, employment and social affairs.

Approximately 20 persons will be selected for the course, taking geographical and sector-wise diversity as well as gender into consideration.

**Course Structure**

The course duration is 3 weeks and it contains 15 course days of 7 hours each. Tenders are allowed to make modifications to the proposed length (number of course days) suggested under each course module. Modifications should be justified and the total number of days cannot exceed 15 course days.

**Course contents**

The Course shall encompass the following:

**Introduction to the Course and the study place**

**Study plan (1/2 day)**

*Objectives:*
Participants are familiar with the course objectives and contents. Participants are able to use study place facilities and understand the roles of DFC and the study place. Alignment of participants’ expectations to the course has taken place and relevant adjustments made accordingly.

*Outcomes:*

**Course Modules**

**UN Global Compact (1 day)**

*Objectives:*
Participants have gained overview of the background and purpose of UN Global Compact (UNGC) and the linkage to mega-trends and facts on global and local challenges in relation to the CSR dimensions: human rights, labour, environment and anti-corruption.

They are familiar with the UNGC underlying international standards, encompassing the Universal Declaration of Human Rights, ILO conventions, the Rio Declaration on Environment and Development and the UN Convention Against Corruption, and supplementary UN initiatives such as the Millennium Development Goals. Within this set up, they understand the specific roles of the state and the business sector in ensuring the promotion of CSR standards.

The participants will also be introduced to the purpose and concept of stakeholder dialogue, and have gained acknowledge on the need for dialogue and partnerships, e.g. as a triangulation of public-private-civil society engagement.
Outcomes: Participants are able to briefly outline the need and purpose for CSR in their country and in their company or organisation.

CSR dimensions: Human rights and labour (1 ½ day)
Objectives:
On the basis of the Bill of Human Rights, ILO conventions and the UN Guiding Principles (UNGPs), the participants are able to identify human rights of key relevance for their company or organisation in relation to contributing to negative and positive impact.

They are introduced to the responsibility of the organisations to avoid causing or contributing to negative impact, and to ensure adequate measures to prevent and mitigate negative impact not only in their activities and omissions, but also throughout the value chain, including suppliers and business partners.

Also, they will be introduced to how to integrate labour rights, including fulfilling standards for occupational health and safety (OHS) in daily schemes and practices. They are introduced to assessment tools for measurement of compliance with standards for a decent workplace, e.g. SA 8000.

Outcomes: Participants are able to identify activities with adverse impact within their own company or organisation.

CSR dimensions: Environment (1 Day)
Objectives:
Participants understand the need for improving environmental performance from a business as well as a society approach.

They are introduced to concepts and practices that propose and confirm positive environmental and social impact, such as sustainable waste handling and recycling, product life cycle strategies, cradle to cradle, renewable energy, CO2 reduction, sustainable access to basic sanitation, smart transportation and mobility management, sustainable consumption etc. They see the business opportunities in transforming the UNGC principles on environment into such initiatives and have a clear comprehension of the potential for cost reduction and innovative business development.

Also, they are introduced to assessment tools to measure environmental impact, e.g. the Carbon Disclosure Project (CDP).

Outcomes: Participants are able to identify relevant actions to be initiated by their own company or organisation.

CSR dimension: Anti-corruption (1 day)
Objectives:
Participants are provided with insight in the causes and negative effects of corruption on business and society.
They have gained knowledge about standards on anti-corruption, including UNGC and e.g. the OECD Guiding Principles for Multinational Enterprises. They have been introduced to relevant tools, e.g. to set up due diligence processes, and to good examples of limiting and preventing corruptive practices.

-Outcomes: Participants are able to assess the risk for corruption in their own company or organisation.

**CSR Strategy: Company commitment (1 day)**

*Objectives:*

Based on the insight gained through the modules above, participants are capable of identifying CSR focus areas that are strategically relevant for their company or organisation.

They are guided in assessing compliance with international standards (*legal compliance*) and are introduced to methodologies that enable them to uncover stakeholder expectations (*social compliance*) through dialogue with NGOs, employer organisations, investors, suppliers, public authorities and the local community in which they operate. This includes prioritizing stakeholders, identifying adequate procedures for initiating dialogue and integration of outcome in the company strategy.

Participants have become familiar with the components of a CSR policy and/or Code of Conduct: purpose, objectives, targets, actions, expected outcome and output.

-Outcomes: Participants are able to define the CSR purpose of their company or organisation, and to identify relevant focus areas and related targets in each area.

**CSR Implementation: Organisation (1 day)**

*Objectives:*

Participants understand the need for embedding CSR in all relevant business areas and functions in their company or organisation and are provided with knowledge and examples on how to design a robust and efficient CSR organisation. This includes ways and means to ensure CEO commitment and structures for management review, and identification of lines and organs of responsibility, structures for internal decision making, research and analyses, e.g. of legal and social compliance, project planning and execution, and budget planning.

Participants are also introduced to tools or models for achieving higher levels of performance and generating enhanced value, e.g. the UNGC Blueprint for Corporate Sustainability Leadership.

-Outcomes: Participants are able to design a draft CSR organisation that fits their company or organisation.

**CSR Implementation: Processes (1 day)**

*Objectives:*

Participants are introduced to the UNGP due diligence processes and understand the need for setting up processes for identification and assessments of actual and potential human rights impact as well as adverse impact on climate and environment. This includes the understanding of CSR risks as changeable over time as the business activities and context evolves, and the need for dynamic assessments.
They are introduced to different forms of integrating CSR due diligence in broader risk management systems and/or assessments of environmental and social impact. Also, they gain knowledge about horizontal integration of processes that may help them acting upon findings of negative impact and track responses, a.o. by including stakeholders.

*Outcomes:* Participants are able to assess whether their company or organisation has adequate processes and procedures in place to conduct CSR due diligence.

**CSR Implementation: Training (1 day)**

*Objectives:*
Participants understand how CSR training is an important means to achieve effective integration of CSR at all levels of their company or organisation. They are familiar with training schemes and have experienced training methodologies such as e-learning, workshops, games etc. that may help their company or organisation avoiding negative impact and improving positive impact on human rights, labour, environment and anti-corruption efforts.

*Outcomes:* Participants are able to identify CSR training modules relevant for their company or organisation.

**CSR Implementation: Communication and branding (1 day)**

*Objectives:*
Participants are introduced to methodologies that enable them to integrate complex CSR issues into a communication and branding framework. They are familiar with the concept of sustainable communication and the risk stemming from green washing. They understand how communicating CSR in a nuanced way to various stakeholders brings added value to the company by including positive environmental and social impact in the bottom line of the company.

*Outcomes:* Participants are able to identify CSR initiatives in their company or organisation that may be integrated in communication and branding efforts.

**CSR Implementation: Effective Tools (1 day)**

*Objectives:*
On the basis of UNGP, participants are introduced to the principle of ensuring access to effective remedies in case their company or organisation has caused or contributed to adverse impact on human rights and labour rights, and to legitimate processes in state-based and non-state based grievance mechanisms, including e.g. national and regional judicial mechanisms, OECD National Contact Points.

They have gained insight in good practices for setting up internal mechanisms, e.g. ombuds and whistleblowing.

*Outcomes:* Participants are able to assess whether adequate internal mechanisms are in place in their own company or organisation.
CSR monitoring: Key Performance Indicators and Review (1 day)

Objectives:
Participants are introduced to Key Performance Indicators (KPIs) as a means to monitor and measure CSR achievements (pursued on the basis of a CSR policy) throughout the value chain in a company or organisation.

They have gained insight in relevant tools and practices on reviewing the CSR commitment and results with business partners, e.g. through screening of suppliers, investments and customers.

Outcomes: Participants are able to define CSR KPIs for their own company or organisation and identify necessary steps for review actions, including relevant processes.

CSR monitoring: Recording, reporting and auditing (1 day)

Objectives:
Participants have gained knowledge on how to collect and handle data on CSR efforts and results by using indicators, e.g. the Global Reporting Initiative (GRI). Also, they have been introduced to methodologies or schemes that enable them to report on their progress, e.g. the UNGC COP guidance.

They have gained insight in good practice on external audit on supply chain management and annual reporting.

Outcomes: Participants are capable of assessing the need for CSR indicators and data handling processes in their company or organisation.

CSR monitoring: continuous improvement (1 day)

Objectives:
Participants are introduced to planning tools facilitating the continuous improvement of CSR efforts, including e.g. annual wheel, SWOT, evaluation etc.

They have gained insight in good practices on corrective actions and preventive actions in relation to negative impact on human rights, labour, environment and anti-corruption.

Outcomes: Participants are able to perform a SWOT or similar on the CSR efforts of their own company.

Action Planning (AP)

Objectives:
To enhance linkages between the participants’ company or organisation and the course modules, the participants develop their capacity to apply each course module in their own context and draft a daily report on their findings. The course facilitators will provide feedback and facilitation.

The participants’ compiled reports lead to a draft CSR strategy (action plan) which will be presented to the other participants. The CSR strategy should be realistic, kept within existing resources of the organisation and be ready to be implemented within 6 months of returning to place of work.
Exposure

Objectives:
In order to provide the participants with insight in good practices and realistic examples, presentations by CSR professionals and visits to companies or organisations should be integrated in each course module.

Presentations of participants’ CSR strategies (1 day)

Objectives:
Individually or in groups, the participants will present their CSR strategy. They will receive feed-back from facilitators and other participants.

Role of Danida Fellowship Centre (DFC)

DFC will select the contract holder according to Danida/DFC’s guidelines for tendering in connection with rendering of consultancy services to DFC. Course information will be forwarded to Danida’s priority countries by DFC; based on endorsed applications forwarded from the Danish Embassies, DFC will select candidates for the course in co-operation with the course provider.

DFC will be responsible for the fellowship holders’ travel arrangements, accommodation, visa applications, payment of allowances, etc. DFC will monitor the course in accordance with their normal procedures and the contract, i.e. DFC will supervise, approve, and evaluate the courses.

Scope of Work

3.1 Course Development, including:
- Course information (course leaflet) to be sent to relevant Danish Embassies/Programmes in Danida’s priority countries – a draft of the leaflet must be included in the tender material
- Curriculum development including target group description, course goal and objectives, course structure, duration and time allocation, detailed module descriptions, learning methods and principles
- Proposed team of facilitators and course managers/assistants
- Proposed venue for course implementation, and accommodation, if relevant
- Description of how the course manager tasks are envisaged to be implemented
- Suggestions for course alterations, if any, based on feed-back from evaluations

3.2 Course Coordination, including:
- Logistical arrangement of course venue
- Selection and coordination of internal and external facilitators
- Development of learning aids and provision of required equipment and materials
- Arrangement of accommodation (if course venue outside of Copenhagen) and arrangement of board, if required
- Formulation of 10 questions for DFC Assessment related to the thematic areas of the course (will be specified in connection with discussion of detailed course programme)
- Communication with course participants before and during the course

3.3 Course Implementation, including:
- Selection of participants in collaboration with DFC based on received endorsed applications
- Implementation of the course
- Support to the participants in relation to application of new knowledge and skills
• Course reporting to DFC according to DFC Guidelines

3.4 **Course Reporting, including:**
A final report should be submitted to DFC no later than 2 months after the completion of the course. The final report should at a minimum contain the following information:

• An assessment of the attainment of the learning objectives for the course
• Challenges experienced in connection with the implementation of the course
• Feed-back from fellows from verbal mid-term or final evaluation of the course
• Recommendations for adjustment of the curriculum or design of the course, if any
• Other information related to the course found relevant for DFC