

February 2022

# Lattanzio KIBS' most relevant projects awarded

PORTFOLIO OF REFERENCES

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## Introduction

Lattanzio KIBS *Benefit Corporation S.p.A.* is an Italian consulting company providing integrated knowledge-intensive business services to support the public sector globally. For over 25 years, we have been working with national, regional, and local governments to implement projects that support growth in emerging economies on behalf of leading international development cooperation entities. We have built up a considerable experience in managing projects and complex international consortia, and we have developed an effective network of partners, experts and relationships all over the world.

### Our vertical specialisations

We deliver innovative solutions by adopting approaches, methodologies and tools resulting from different practices natively shared within the company. We bring together Advisory, Monitoring & Evaluation, Learning, Communication and Technical Assistance, and that makes a real difference to project design and implementation requiring a broad and diverse range of interventions, with a 360-degree view of the whole organization. We achieve impact by deeply understanding the background. We have the ability to improve the information base, to stimulate creative action and to make renewal processes faster and more effective. We are able to consider every single issue impacting the outcome of projects, and of course we can be successful in execution this way.

### Our main expertise

Lattanzio KIBS *Benefit Corporation* has developed a diversified expertise in different topics, covering areas such as human rights and gender equality, children's rights, good governance and public administration reform, promotion of rule of law, transition from fragility, humanitarian assistance and peace building, civil society support, education and professional technical training, private sector development and agriculture.

### Human capital dedicated to international business

The international cooperation business unit lies in working with a dedicated team committed to management processes and backup activities to achieve project execution. Our project management capacity is recognised. We have developed a set of tools, methodologies and approaches that enable us to implement projects successfully, and we have excellent abilities in team coordination, as well as liaison with clients.

### Our ethical vision of consultancy

There are ethical standards that we respect in our daily professional activity: moral responsibility towards the client and care for the relationship of trust. This vision provides the basis for the social legitimacy of the consulting itself and always takes into account the complexity of the organizational contexts in which the company operates. The principles and dispositions contained in our Code of Ethics are an intrinsic part of the contractual obligations assumed by all employees and consultants.

## MIDDLE EAST &amp; NORTH AFRICA

*Education & Social Policies*

## COMMUNICATION

**ALGERIA** – *Technical Assistance for the Institutional and Event Communication of the Youth Employment Support Programme PAJE*

The overall objective of the project was the provision of technical assistance to the Ministry of Labour, Employment and Social Security in conceiving and implementing the communication and visibility strategy of the Youth Employment Support Programme (PAJE), co-financed by the European Union. The project involved activities of implementation of the communication plan, promotion and development of the visual identity, design and production of communication and information materials, organization and management of events and development of the institutional website.

*Energy & Environment*

## ADVISORY

## MONITORING &amp; EVALUATION

**IRAQ** – *Evaluation of the WASH Smart City Initiative Pilot Project in Baghdad*

The evaluation aimed at providing an independent assessment of the results of the WASH Smart City Initiative Pilot Project in Baghdad promoted by UNICEF. The focus was on the efficacy and the scalability of the interventions in other areas of the country to improve national capacity for water conservation and management, combined with enhanced public access to water monitoring and online billing.

**TUNISIA** – *Design and implementation of an early warning system for the impacts of climate change on the coast*

Set up of an Early Warning System centralized at the Tunisian Coastal Observatory on the effects, forecasts and intervention facing the effects of climate change on the coastline. The study made it possible to strengthen the role of the Coastal Observatory in the protection of the Tunisian coast by implementing appropriate solutions to deal with the negative impacts of Climate Change on the coast, through the design and implementation of a real-time operational system based on a technique that encompassed the use of measuring instruments, the collection, processing of information, monitoring, simulation and forecasting of natural disasters before their onset, alert and intervention.

*Governance & Public Administration Reform*

## ADVISORY

## MONITORING &amp; EVALUATION

**LIBYA** – *Country Programme Evaluation Libya*

The Country Programme Evaluation Libya aimed at providing UNICEF and key stakeholders with an independent assessment of the overall performance and results at the outcome level of the Libya Country Programme 2019-2020 as a whole and relevant interventions. The evaluation entailed an analysis of all programme activities structured around five strategic areas: Child Survive and Thrive, Child Protection, Education, Social Policy, Youth. The focus of the evaluation was on identifying UNICEF contribution to both specific results and overall long-term changes, by assessing to what extent UNICEF's intervention acted as a driver of change to bring about concrete improvement in Libyan children's lives.

## Governance & Public Administration Reform

ADVISORY

MONITORING & EVALUATION

### **MOROCCO** – *Country Programme Evaluation Morocco*

The evaluation aimed at providing UNICEF and key stakeholders with an independent assessment of the overall performance and results at the outcome level of the Country Programme 2017-2021. It entailed an analysis of all programme activities structured around four policy areas: Health, Education, Child Protection, Social Inclusion. The focus of the evaluation was to identify UNICEF's contribution to both specific results and overall long-term changes, by assessing to what extent UNICEF's intervention acted as a driver of change to bring about concrete improvement in Moroccan children's lives.

### **TUNISIA** – *Tribunal capacity building for public procurement review body in Tunisia*

The project aimed at providing tribunal training to the High Authority for Public Procurement's Committee members in order to support the new public procurement review process by enhancing the capacity of the Committee. One of the focal points of the project was to ensure that the Committee members could prepare and run training sessions on review and remedies procedures in the regions in Tunisia by raising awareness of local contracting entities and business community. By planning and conducting training sessions, the project mainly focused on key public procurement review principles and essential tribunal skills and capacities for conducting review of complaints related to public tenders.

## Human Rights

MONITORING & EVALUATION

### **ARAB COUNTRIES** – *Thematic Evaluation on Women's Political Participation*

The evaluation aimed at providing UN Women ROAS and key stakeholders with an independent assessment on the UN Women ROAS approach to promoting women's leadership and political participation (WPP) in the Arab States Region (17 countries). The evaluation assessed to what extent UN Women ROAS strategies and individual programmes have actually promoted women's active participation in political processes as well as women's participation in peace and security processes, specifically national dialogues, in the period between 2013 and the end of 2015.

### **EGYPT** – *Thematic evaluation of un women's humanitarian action in the arab states region*

The main purpose of this evaluation was to support strengthening UN Women's approach to gender equality and women's empowerment in the development and implementation of standards, policies and procedures in humanitarian action. This formative, utilization-focused and gender-sensitive evaluation aimed to inform strategic policy and program decisions, organizational learning and accountability, and identify good practices to ensure that humanitarian action is shaped by equal leadership and participation of men and women.

## Local Development

ADVISORY

### **PALESTINE** – *Feasibility Study of a Local development project in West Bank (Area C)*

Implementation of a feasibility study for an integral rural development project in the West Bank-zone C. The services included the study of options to propose an integrated approach to local development in zone C (combining psychosocial, microcredit, building rehabilitation, agricultural rehabilitation activities), among which the extension of a pilot project already financed by AFD in zone C (Beit Zakaria). These services also included reviewing existing experiences as well as proposing a suitable approach to Master Planning in Area C.

*Private Sector Development*

- ADVISORY
- COMMUNICATION

**KUWAIT – Establishment of a Creative Industries Program**

The objective of this assignment was to support achievement of the National Fund’s strategic focus areas related to development of entrepreneurial culture in Kuwait, as well as provision of technical and financial services to SMEs. The assignment focused on supporting the development of media and design services in Kuwait, which qualitatively stood up as a potential industry for formation of creative high added-value businesses. The Programme aimed to attract and develop the capacities of talented individuals in the domain of design and media in Kuwait. Activities included (but they are not limited to) research, training, mentorship, and start-up exposure events.

*Rural Development  
& Agriculture*

- ADVISORY

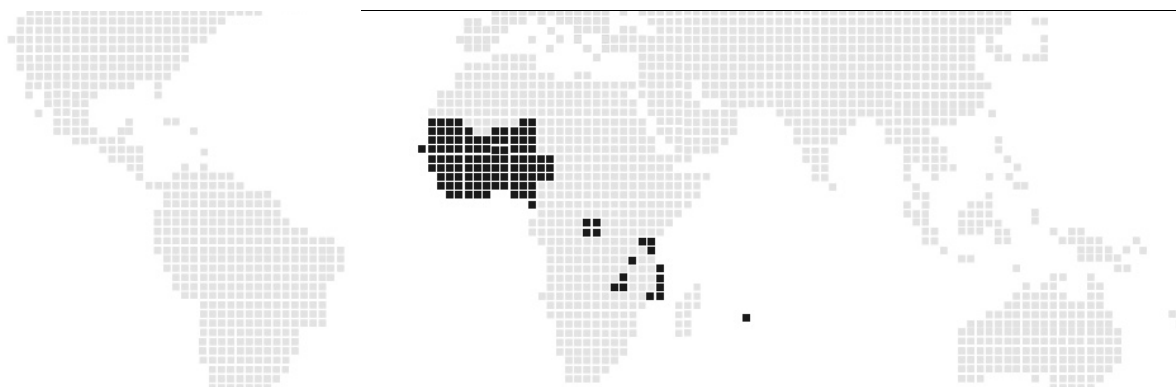
**IRAQ – Dairy Sector Development Project**

The aim of the Iraq Dairy Sector Development Project was to develop the local dairy industry by applying a market-driven, business-oriented approach that employed a range of technical and business improvement strategies to support small producers, dairy processors and service providers. Increasing the production, quality, collection and distribution of fresh milk and dairy products through developing small dairy farms, the project achieved its objective of developing a functional and effective milk collection system and connecting dairy suppliers with dairy processing facilities.





## SUBSAHARAN AFRICA



### Energy & Environment

#### MONITORING & EVALUATION

#### **ZIMBABWE** – *Performance Review of the Zimbabwe Parks and Wildlife Management Authority*

The objective of this assignment was to enhance the performance of the Zimbabwe Parks and Wildlife Management Authority (ZPWMA) in realizing the socio-economic benefits from Zimbabwe's wildlife endowment. The specific objectives of this review were to provide an independent assessment on the external and internal governance framework and its effect on the performance of ZPWMA, the economy of operations and their accordance with sound administrative principles and practices and management policies, efficiency in utilising human, financial and other resources to achieve result and the effectiveness of performance.

### Governance & Public Administration Reform

#### MONITORING & EVALUATION

#### **AFRICA** – *Evaluation of the African Development Bank's Quality Assurance Processes across the Project Cycle*

The evaluation was part of IDEV work programme and responded to IDEV's commitment to support the Bank's quality assurance processes and mechanisms. The evaluation aimed at providing an assessment of the overall performance of the AfDB's Quality Assurance (QA) system at project level over the period 2011-2017. The evaluation results fed the implementation of the recent organisational reforms, the new strategic priorities, and the African Development Fund 14 (AFD) mid-term review, set for October 2018.

#### **MALAWI** – *Country Strategy and Program Evaluation Republic of Malawi (2005-2016)*

The ultimate purpose of the Country Strategy and Programme evaluation in Malawi was to better define and plan future strategy and programming in Malawi and in countries where the Bank's programme could be considered similar. This evaluation struck a balance between backward-looking aspects focused on accountability and legitimacy and forward-looking parts concerned more with learning and integration of lessons learnt into future strategies.

#### **MAURITIUS** – *Country Strategy and Program Evaluation for the Republic of Mauritius*

The aim of this technical assistance was to support the Government of Chad in the operationalization of the National Gender Policy via a budgeted five-year Action Plan, to be developed through a participatory and inclusive approach. It covered consultations with relevant stakeholders with the purpose of gathering information and statistical data, the elaboration of a budgeted five-year Action Plan put in place through two workshops, the setting-up of a political validation mechanism and of a monitoring system and the elaboration of a communication plan.

## Governance & Public Administration Reform

ADVISORY

MONITORING &amp; EVALUATION

### **MOZAMBIQUE** – *Organizational Technical Assistance for Spatial Development Program*

The general objective of the project was to provide organizational and technical assistance to the Spatial Development Programme (PDE) with reference to change management and institutional development, so to ensure its successful transition to a National Geospatial Development Agency (ADE), responsible for coordinating and promoting good practices in geospatial planning, through knowledge sharing, development of socio-economics analysis tools, and conducting studies for the formulation of policies that influence the integrated geospatial planning process.

### **NAMIBIA** – *Support to performance management system (PMS) in Namibia*

The specific activities were all aimed at (i) the establishment of a technical assistance team to support the Dept of Public Service Management - Performance Management Unit in developing and maintaining its capacity to refine the design and management of the implementation of the PSM, (ii) Strengthening the management, co-ordination and institutional/ financial sustainability of the Performance Management System; (iii) the implementation of the PMS all levels of the Offices/Ministries/Agencies and Regional Councils, which also implies validated/revised job profiles for all categories of staff included in the new Job Evaluation & Grading System by the 3rd year of the project as well as the establishment of a transparent incentive system by year 4.

### **NIGERIA** – *Evaluation of NIGERIA WFP Country Strategic Plan 2019-2022*

The evaluation aimed at providing WFP with an independent assessment of progress and results of the Nigeria Country Strategic Plan (CSP) 2019-2022. Specifically, this project focused on both retrospective aspects by assessing the overall results concretely accomplished by the WFP by implementing its Strategic Plan in Nigeria (summative perspective), and forward-looking aspects concerned with identifying lessons learned useful to guide the remaining implementation period as well as future programming for the definition of the next CSP for Nigeria (formative approach).

### **TANZANIA** – *Support to the establishment of a Monitoring and Evaluation framework for Child Justice in Zanzibar*

The scope of the assignment was to support the establishment of a robust, integrated and comprehensive Monitoring and Evaluation framework for the national Child Justice Reform Process as well as the UNDP/EU support Programme to Legal Sector Reforms - Child Justice component (10th EDF Governance Support Programme for Tanzania). For the purposes of this assignment, child justice encompasses: juvenile justice, civil justice, access to justice and child protection.

### **WEST AFRICA** – *Mid-term evaluation of the project on capacity building to combat money laundering in West Africa*

The overall objective of the independent evaluation was to ensure that the Anti-Money Laundering Capacity Building project achieved its intended results and contributed to the accomplishment of its objectives. In particular, the evaluation team assessed its relevance from a conceptual point of view, evaluated the qualitative and quantitative performance of its implementation, as well as its prospects for sustainability, drew conclusions and made detailed recommendations on possible improvements to the project, and provided recommendations for the forthcoming Anti-Money Laundering Project.

## Human Rights

ADVISORY

MONITORING &amp; EVALUATION

### **AFRICA** – *Joint Evaluation of the NEPAD Spanish Fund for African Women's Empowerment 2007-2016*

The evaluation aimed at providing the NPCA and AECID with an evidence-based assessment of the NEPAD Spanish Fund (NSF) for the Empowerment of Women. It was envisaged as a useful guide for future policy and programming in the SDGs context and within the African Union's Agenda 2063 framework, promoting effective participation of women in public and private life, through a full and fair share of economic, social, cultural and political opportunities and decision-making.



## Human Rights

ADVISORY

MONITORING &amp; EVALUATION

**DRC** – *Joint Evaluation of Programmes to Combat Sexual Violence in the DRC*

The project consisted of a joint evaluation of measures and programmes for UNFPA to ensure the total rehabilitation of survivors of war and to prevent, reduce and finally eliminate the occurrence of violence in the Democratic Republic of Congo (DRC). The methodology applied for this evaluation was based on the evaluation criteria developed by the OECD/DAC (relevance, efficiency, effectiveness, impact and sustainability) with the additional criteria of coherence and equity and on the UNEG guidelines for evaluation.

**MALAWI** – *Evaluation of Child Protection Strategy*

The evaluation aimed at providing UNICEF and key stakeholders with an independent assessment of the overall performance and results at the outcome level of the Child Protection Strategy 2012-2016 in Malawi. Specifically, the evaluation not only supported the national planning process of the Malawi Growth and Development Strategy (MGDS) III, the UNDAF and the new UNICEF's own Country Programme, but also provided useful insights to the renewed political commitment to address violence against girls and boys.

## Private Sector Development

ADVISORY

MONITORING &amp; EVALUATION

**MOZAMBIQUE** – *Consulting Services to Deliver Skills Trainings: Operational and Market Orientation, Financial Management, and Regulatory for the Economic Linkages for Diversification Project*

Within the framework of the Economic Linkages for Diversification Project, aimed at strengthening the performance of Micro, Small and Medium Enterprises in Mozambique, the assignment contributes to the developing of economic linkages (COMPONENT 1) through skills, finance and quality upgrading, under the Upstream Linkages component. 1000 firms are trained on Skills training services on operational and market orientation, financial management, and regulatory and labour aspects; additional follow-up coaching is provided to 800 firms. The services are delivered in collaboration with the Instituto para a Promoção das Pequenas e Médias Empresas (IPEME).

Rural Development  
& Agriculture

ADVISORY

MONITORING &amp; EVALUATION

**IVORY COAST** – *Technical assistance to support the executing agency in the implementation of the Sugar Program (1st phase) in Ivory Coast*

The objective of the contract was to provide support for the implementation of the sugar programme in Ivory Coast, more specifically to the NAO, the DCE and MINAGRI. The aim is to provide CAPS within the DGPPS of MINAGRI with technical support which will later be integrated into the Permanent Executive Secretariat (SEP) of the Comité de Coordination et de Suivi de la Politique Sucrière (CCSPS) once these entities have been created.

**MALAWI** – *Analyse Panel Data Set, Prepare and Submit a Final Independent Impact Evaluation Report of the Community Based Rural Land Development Project (CBRLDP)*

The objective of the assignment was to carry out the Final Independent Impact Evaluation of the Community Based Rural Land Development Project (CBRLDP), conducted through a desk review of available reports and an econometric analysis of four-year panel data. The CBRLDP is one of the most significant interventions that have been implemented in postcolonial Malawi to address the highly unequal land ownership pattern following the adoption of the Land policy. The CBRLDP's goal was to increase the incomes of about 15,000 poor rural families by implementing a decentralized, community-based, voluntary, and market-assisted approach to land reform through the provision of land to landless and land-poor households.



## CENTRAL ASIA



## Education &amp; Social Policies

## ADVISORY

## MONITORING &amp; EVALUATION

**AZERBAIJAN** – *Organization of M&E system, Process and Impact Evaluation of SEP and SEA level, Review and Update of ESF Tools, and Establishment and Maintaining a GRM System for the Project*

The 5-years technical assistance activities involved the establishment of a M&E System for the Self-Employment Program funded by the IBRD to improve access to employment of vulnerable people in Azerbaijan, sessions of Capacity Building for the Ministry of Labor and Social Protection of Population, the review and update of the Environmental and Social Framework, and the establishment and maintenance of a Grievance Redress Mechanism (GRM).

**KYRGYZSTAN** – *Strengthening education system sector development program*

Within the ADB financed Sector Development Programme, i.e. the Strengthening Education System (SDP), this project aimed to build a continuous professional development system (CPD), foreseeing all the learning activities that school professionals were to be engaged into, in order to develop and enhance their capabilities. By fostering learning to become conscious and proactive, rather than passive and reactive, the CPD combined different methodologies to learning, such as training workshops, conferences and events, e-learning programs, best practice techniques and ideas sharing.

## Governance &amp; Public Administration Reform

## MONITORING &amp; EVALUATION

**KAZAKHSTAN** – *Final Evaluation of UN Joint Programme “Improving the welfare and quality of life in the Kyzylorda region”*

The overall objective of the evaluation of the UN Joint Programme was to measure its contribution to the regional objectives, with reference to the specific goal of reduced poverty among vulnerable groups in Kazakhstan. In particular, the analysis was conducted through the lenses of relevance, effectiveness and sustainability, and in the end recommendations were provided for future programming and direction.

**KAZAKHSTAN** – *Final Evaluation of UN Joint Programme “Expanding the opportunities of the Mangystau region in achieving sustainable development and socio-economic modernization”*

The overall objective of the Evaluation was to assess the Joint Programme’s contribution to the regional development objectives, namely with respect to the specific objective of reduced poverty among vulnerable groups – children and their families, rural women, youth, people with disabilities, unemployed and self-employed, oralman and stateless persons. The evaluation exercise assessed the overall performance against the Programme objectives and the outcomes as set out in Programme documents, as well as the relevance, effectiveness, efficiency, impact, sustainability, value for money and client satisfaction of the Programme considering the findings for these criteria.

*Private Sector Development*

- ADVISORY
- MONITORING & EVALUATION

**KAZAKHSTAN – SME Competitiveness Project:** *impact evaluation of programs on support of small and medium sized enterprises and providing training for capacity building of key stakeholders*

This project aimed at supporting the Ministry of National Economy of the Republic of Kazakhstan in conducting the Impact Evaluation of the SME Competitiveness Project, an IBRD-financed project, whose objective was to improve the competitiveness of small and medium-sized enterprises (SMEs) and improve their management capacity. The Project aimed to improve overall SME competitiveness as a result of improvements in the way SMEs are managed and operate. Within the framework of this Project, four components were implemented.

*Rural Development & Agriculture*

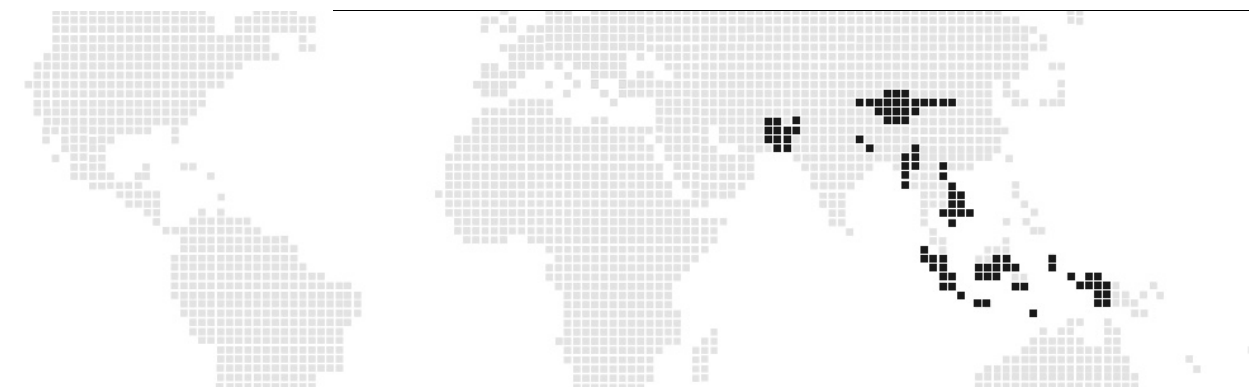
- MONITORING & EVALUATION

**ARMENIA – European Neighbourhood Programme for Agriculture and Rural Development in Armenia**

The main purpose of the project was to provide conclusions and recommendations to be used by the European Commission to address the disbursement for the third tranche of budget support to the EU-funded European Neighborhood Programme for Agriculture and Rural Development in Armenia. In addition, a full and detailed review of the implementation of the Programme was also implemented.



## SOUTHEAST ASIA



Governance & Public  
Administration Reform

### MONITORING & EVALUATION

#### **AFGHANISTAN** – *Evaluation of the European Union's co-operation with Afghanistan*

The evaluation covered the European Union's co-operation strategy with the country and its implementation during the period 2007-2016, in order to better understand the strategic choices made in setting the strategy in 2007 and in 2014, and the consistency between programming and implementation for the same period. The evaluation covered the focal sectors in which the EU intervened: i) Agriculture & Rural Development; ii) Policing and Rule of Law; iii) Health; iv) Democratisation & Accountability.

#### **CAMBODIA** – *Independent Outcome Evaluation of the Capacity Development Partnership Fund (CDPF) Phase II*

The present evaluation covered the entire life cycle of the CDPF over a seven years' period (2011-2017), going through its two strategic phases. The ultimate purpose of this evaluation was to inform the formulation of the next CDPF Phase III (2018-2021) and similar programmes and to demonstrate results of CDPF II and facilitate learning and accountability, by providing credible and reliable evidence and by identifying concrete good practices. Key users of the findings of the outcome evaluation were the Ministry of Education, Youth and Sport (MOYES) at the central level, the EU, SIDA and the Education Section in UNICEF; additional users included the MOYES sub-national offices, partners (VSO, CARE), the Global Partnership for Education (GPE) including members of the Education Working Group, UNICEF East Asia Regional Office.

#### **MYANMAR** – *Country Programme Evaluation of the UNICEF Myanmar Country Programme 2018-2022*

This evaluation covered the Country Programme of UNICEF Myanmar for the year 2018-2022 in its entirety with its highly cross-sectoral nature. The evaluation focused on the intersectoral and system-wide strategies, including i) integrated approach, ii) humanitarian development nexus, iii) capacity building, iv) UNICEF strategic positioning, to fully comprehend if and how the objectives of the Country Programme have been achieved and how to improve the next Programme Document. More specifically, the above four focus areas have been combined with the assessment of the five thematic areas of the Country Programme (Health and Nutrition, WASH, Education, Child Protection, Social Policy and Monitoring of Children's Rights).

#### **VIETNAM** – *Evaluation: Vietnam-Denmark: Transformation of a partnership*

The evaluation identified and examined the contribution of Danish support across all the major programmes (including fisheries, environment/climate, and the business sector) to long term changes in the social and economic life of Vietnam and in the transition path towards to the Middle Income Country (MIC) status. A geographic focus for both longer-term changes and specific result areas has been applied through an in-depth analysis in selected provinces where significant support was provided.

## Human Rights

## MONITORING &amp; EVALUATION

**AFGHANISTAN** – *Summative Evaluation of the Project Promoting women's Political Participation in Afghanistan*

The evaluation aimed at providing DFATD and key stakeholders with an independent assessment of the overall performance and results at the outcome level of the PWPPA project. This entailed an analysis of all project activities, which can be grouped in three main categories i) support to the improvement of communication skills and advocacy of women to support their electoral campaigns; ii) support the improvement of women's technical skills in terms of role and political mechanism, and iii) support for a widespread awareness of women's political participation throughout the country and across social groups including men. Overall, this evaluation responded to three major needs of the DFATD, i.e. learning, performance strengthening and accountability.

**NEPAL** – *Independent Evaluation of the UN Peace Fund for Nepal*

The main objective of the evaluation was to provide a final assessment of the UNPFN overall performance and strategy in fostering peacebuilding in Nepal during the period 2007-2015 in view of its foreseen closure in mid-2016. In addition, the evaluation aimed to assess the intended and/or unintended effects of the fund towards Nepal's peace process and target stakeholders. The evaluation did evaluate the relevance, effectiveness, efficiency and sustainability of the UNPFN as a delivery mechanism, on one side, and of the UNPFN specific portfolio of projects, on the other side.

**NEPAL** – *Final evaluation of the project "strengthening implementation of the women, peace and security agenda in Nepal (SIWPSAN) supported by Government of Finland"*

The final evaluation of the SIWPSAN project aimed to generate substantial evidence on the challenges and achievements in order to provide policy-related feedback to demonstrate best practice on the implementation of the Project in Nepal.

## Private Sector Development

## ADVISORY

## MONITORING &amp; EVALUATION

**AFGHANISTAN** – *Market Development for Enterprises in Parwan, Nangarhar and Bamiyan Provinces of Afghanistan*

The overall goal was to increase profitability of enterprises in rural areas through a Capacity Building Plan and tailored Technical Assistance activities aimed at the creation, development of local brand/product awareness in the market to reduce the dependence on imports. This was done in a direct way, designing and carrying actions in the benefit of the local entrepreneurs and, in order to guarantee project's sustainability, consolidating the capacity of BDSPs, EGs, PEFs in providing Marketing Support and services.

**INDONESIA** – *Final Evaluation of the EU-Indonesia Trade Cooperation Facility*

Independent final evaluation of the EU-Indonesia Trade Cooperation Facility focusing on the achievements and progress as compared with the Financing Agreement and the updated programme logframe. As a concluding part of the project, lessons for similar future programmes had been drawn.

## Rural Development &amp; Agriculture

## ADVISORY

## MONITORING &amp; EVALUATION

## LEARNING

**AFGHANISTAN** – *Commercial Poultry Development, Kama District, Nangarhar Province*

The objectives of the Project were to develop a commercially viable and sustainable broiler and egg production industry based on small holder production in Kama District and establish viable hatcheries and breeder farms to supply the broiler farms. The strategy adopted to achieve the project targets was to support entrepreneurs, producers and households to invest in broiler production units and engage in egg production for market; ensure a reliable supply of chicks by supporting investment in hatcheries and breeder farms; and ensure that poultry farmers can respond to the opportunity by becoming organized and by providing training through a specialized extension service, ensuring high quality veterinary services, developing input supplies of improved feed and biologics.

## Rural Development & Agriculture

ADVISORY

MONITORING &amp; EVALUATION

LEARNING

### **CHINA** – *Impact Assessment “Guangxi Integrated Agricultural Development Project”*

This project aimed to support IFAD in conducting the Impact Assessment of the Guangxi Integrated Agricultural Development Project (GIADP), primarily aimed at fostering rural development and reducing poverty in the Guangxi rural zones by scaling up innovative approaches in the target area. Its specific objective was to increase the revenues of rural women and men through improved agricultural production. Collecting the data on the basis of which IFAD assessed the impact of the GIADP on its beneficiaries was one of the main duties. Specifically, a mixed methods approach was adopted and conducted a household and a community survey aimed at collecting quantitative data.

### **MYANMAR** – *Mid-term Review - Agricultural Productivity and Markets*

The general objective of the assignment was to provide the EU Delegation with strategic guidance for future programming considerations and policy engagement priorities in the field of inclusive rural development in Myanmar. Among specific objectives, there can be included the stock of EU interventions on the topic, proposals for different programming options for EU funds, and strategic guidance for EU programming in the agricultural sector and rural development.

### **MYANMAR** – *Mid-term Review - Food Security and Resilience in Myanmar*

Objective of the evaluation assignment was to provide the EU Delegation with strategic guidance for future programming considerations and actionable recommendations in the field of resilience encompassing food security, nutrition, social protection and disaster risk reduction. Among specific objectives, there can be included the stock of EU interventions on the topic and strategic guidance for EU programming on the subject.

### **NEPAL** – *Impact Assessment Survey Services in Nepal*

The project aimed at supporting the IFAD in conducting the Impact Assessment of the High Value Agriculture Project in Hill and Mountain Areas (HVAP), which aims to address the development challenges in rural areas in Nepal. Specifically, the impact assessment was based on quantitative and qualitative data collected at the household, community (village level producer organizations), and different levels of agriculture value chain (e.g. producer organizations, agribusinesses, public and private line agencies).

### **PAKISTAN** – *Poverty Reduction Program Through Rural Development in Baluchistan, Khyber Pakhtunkwa, Federally Administered Areas and Neighboring Districts*

The Programme was based on and strongly correlated with the PPAF-III (Third Pakistan Poverty Alleviation Fund Project) financed by the World Bank, with which the bilateral programme shared methodology and contents. In particular, the project envisaged the realisation of trainings and consultancy missions to PPAF and POs in order to support their staff implementing the different components of the wider programme (Social Mobilization, Livelihood Enhancement and Protection, Construction and improvement in small-scale community productive infrastructure, Providing access to improved health outcomes and increasing literacy) and the transversal M&E activity.

### **VIETNAM** – *Ex post evaluation of the rural infrastructure development and tourism project*

The evaluation covered the AFD-funded Rural Infrastructure Development and Tourism Project in Lao Cai Province, aiming to formulate a credible and independent judgement on the key questions raised by the adequacy, implementation and impacts of the project, following the principles and criteria set out in AFD's evaluation policy. The evaluation report intended to assist the AFD in promoting an enhanced dialogue on the results with its partners; learning lessons from past operations; and providing objective information on the proper use of the public funds the AFD is responsible for implementing. The evaluation bore an important formative nature, aiming at informing the possible future activities of AFD in the province





## AMERICAS AND THE CARIBBEANS



### Education & Social Policies

ADVISORY

MONITORING & EVALUATION

#### **GUATEMALA** – *Mid-term Evaluation of the Employment Generation and Vocational Education Programme for Youth in Guatemala*

The main purpose of the project was to provide a mid-term evaluation of the Programa de Generación de empleo y educación vocacional para jóvenes en Guatemala (PEJ), implemented between 2013 and 2018. The PEJ Programme had the general objective of improving the living conditions of Guatemalan youth by providing them with quality work opportunities, improving their technical skills and supporting the institutional framework for a National Youth Employment System.

### Human Rights

MONITORING & EVALUATION

#### **CANADA** – *Formative evaluation of the government of Canada – Canadian Red Cross Society strategic partnership to enhance humanitarian assistance*

The purpose of this evaluation was twofold: i) support learning based on current performance and inform decision-making and ii) account for development results to stakeholders. Key users of the findings of this formative evaluation were the DFATD (represented by the International Humanitarian Assistance Bureau within Global Initiatives and Development Branch which holds ultimate responsibility for project under Pillars I and II), the CRCS and the RCM and its three distinct bodies (the International Committee of the Red Cross – ICRC, the International Federation of the Red Cross and Red Crescent Societies – IFRC, the individual national societies). Overall, this evaluation responded to three major needs of the DFATD, i.e. learning, performance strengthening and accountability.

### Private Sector Development

ADVISORY

#### **CARIBBEAN** – *Feasibility study Private Sector Development and Trade Capacity Building Programme*

The objective of the project was to support the process of restructuring competitiveness, integration and growth of industries and employment and to facilitate access to markets in a general context of openness and liberalization. The project was a continuous process aimed at preparing and adapting enterprises and their environment to market requirements.



EUROPE



Energy & Environment

ADVISORY

**EC – Technical Assistance to the Instrument for Nuclear Safety Cooperation**

The purpose of this contract was for the European Commission to acquire assistance to define and develop cooperation projects to be funded under the nuclear safety cooperation (INSC), draft project proposals and tender documents associated to the selected cooperation projects and produce overview reports within the context of the INSC programme as required.

Governance & Public  
Administration Reform

- ADVISORY
- MONITORING & EVALUATION
- LEARNING
- COMMUNICATION

**ITALY – Technical Assistance for the implementation of services included in the communication plan for visibility, information and promotion of the ESF Operational Programme of Abruzzo Region 2007-2013**

The overall objective of the project is the provision of technical assistance to the contracting authority (Abruzzo Region – Department of education, labour and social policy) for the implementation of services included in the communication plan, for promoting and informing on the 2007-2013 ESF Operational Programme of Abruzzo Region. Among the main activities involved: drafting of Communication Action Plan; design, organization and implementation of information and promotion activities; technical assistance to the overall management of the communication plan; monitoring and evaluation activities.

**ITALY – Logistics, management and operational services as part of the initiatives planned in the project Mettiamoci in Riga "Governance and Institutional Capacity" 2014-2020 under the PON**

The project focused on the provision of logistics, management and operational services as part of the operational initiatives planned in the project "Mettiamoci in Riga". These initiatives are divided into 9 thematic lines that involve the Autonomous Regions and Provinces throughout Italy. They include the organization of conferences and workshops, as well as the production of materials such as manuals and brochures.

**ITALY – Communication Plan for Business Transformation and Brand Identity of Sogei**

The project provided an accurate analysis of Sogei's internal and external policies and communication with regard to the topic of corporate social responsibility. The results of the analysis led to the creation of two separate communication plans whose aim was to guide conscious actions on sustainability. This involved both internal (employees, management) and external targets (stakeholders, media and the public).

Governance & Public  
Administration Reform

ADVISORY

MONITORING & EVALUATION

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COMMUNICATION

**ITALY – Training, onsite operational coaching and technical support services for the strengthening of professional skills and organizational capacities in the Local Authorities of Sardinia**

The contract was stipulated with the Autonomous Region of Sardinia for the assignment of training, onsite operational coaching and technical support services for the strengthening of professional skills and organizational capacities in the Local Authorities of Sardinia. The purpose of the project was to contribute to improving the management capacity of local authorities, to consolidate the "sense of institutional belonging", to strengthen the levels of knowledge, efficiency and professional competence, and to encourage the promotion and establishment of professional collaboration networks between local authorities.

**ITALY – Management service for the regional web learning system - TRIO**

TRIO is the web-based learning system financed by Tuscany Region through Social European Fund (FSE): as the biggest training Moodle portal in Europe, TRIO offers free and accessible learning objects and services to citizens, public administrations and private organizations, on multiple and/or specialized topics. The project requires a massive and effective e-learning proposal to reach different targets and activate learning communities that find on demand and quick response to their training needs. Among the provided services, there can be mentioned: design of the portal according with integration to Moodle platform, allowing free subscription and access to all the contents for every user; creation of a wide catalogue with more than 900 learning objects available online at any hour; integration of a feature to issue of a certificate of attendance after course passing; provision of technical support and content tutoring through various channels (phone and e-mail); management of a learning-oriented social network, with webinars and communities; services for collaborative learning and spaces for sharing users' knowledge and experiences; implementation of specific Web Learning Groups (WLG); production of various formats: podcast, e-books, flipbooks, etc.; creation of an archive for recorded virtual classrooms and other synchronous training events; experimentation of an app for smartphones and tablets.

**ITALY – Reorganisation of Work Processes and the Optimisation of Resources of the Judicial Offices of the Calabria Region**

As part of the "Italian plan for the diffusion of best practices in the national legal offices", the project focused on the reorganization of the workflow of the national legal offices, in order to realize a change management process in eight legal offices of Calabria Region, such as the Court of Appeal, the Court and the Public Prosecutor's Office of Reggio Calabria. The national plan was the result of an agreement between the Ministry of Justice, the Department of Public Administration, the Ministry of Employment and some Italian Regions which decided to spread the positive results of the experience carried out by the Attorney's Office Of Bolzano (Trentino-Alto Adige Region) during the 2006-2010 ESF programming period.

**ITALY – Reorganisation of Work Processes and the Optimisation of Resources of the Judicial Offices of the Lombardy Region**

The general purpose of the project was to improve the effectiveness and the efficiency of legal offices, by the reorganization of the workflow inside them. This had been achieved through various operations, such as analysis and reorganization of legal offices, the implementation of information technologies, the improvement of the service quality in civil and criminal law, as well as information and communication skills, the reduction of judicial operation costs, and the empowerment of social liability of legal offices. The offices involved were those of the Court and the Public Prosecutor's Office of Monza, the Courts of Brescia, Varese, Crema and Cremona and the Court and the Court of Appeal of Milano.

## Local Development

ADVISORY

COMMUNICATION

**ITALY – Strategic and Operational support for the attraction of Western European investors to Tuscany Region with the focus on Germany, France and Benelux**

The project consisted in providing a strategic and operational support service for the attraction of Western European investors in Tuscany. In particular, the target countries of the intervention were Germany, France and Benelux. Among the main activities, there can be included project coordination, production of marketing materials, the creation of a Mission Plan to attract investors, the organization of a meeting agenda taking place in target countries and familiarization visits.

**ITALY – Strategic Plan Predisposition Service of the Metropolitan City of Cagliari**

The Strategic Plan Predisposition Service of the Metropolitan City of Cagliari had its main objective in the definition of a strategic operational agenda originating from the active collaboration of municipalities in the Sardinia region for the development of the entire metropolitan territory. The project was articulated in multiple activities but in particular, it focused on the monitoring of the evolution and implementation of projects in their final phases.

**ITALY – Strategic Plan Predisposition Service of the Metropolitan City of Palermo**

The Strategic Plan Predisposition Service of the Metropolitan City of Palermo involved the identification of shared strategies for territorial planning, resource management and public services to ensure the balanced and sustainable development of the surrounding area. In particular, the project has been characterized by the organization of ad hoc events, and the production of specific materials, aiming at increasing the participation of the municipalities involved.

**ITALY – Triennial Strategic Plan Predisposition Service of the Metropolitan City of Messina**

The Triennial Strategic Plan Predisposition Service of the Metropolitan City of Messina was implemented as an act of planning and programming with the final aim of improving the quality of life, social cohesion and inclusiveness in the metropolitan area. Since the implementation of the project took place at the same time as the pandemic crisis, all scheduled activities had been successfully reconverted into online events.

**ITALY – Support to the actors involved in the management and implementation of the programme to strengthen the specific competences on co-financed operations for the Sardinia Region**

The 360° ERDF project worked towards increasing awareness and management autonomy of the staff of Sardinia Region involved in the management, implementation, control, monitoring, reporting of projects financed by the ERDF. The objective was to improve the efficiency and effectiveness of the management of those funds, in order to obtain, by the end of the project, concrete and measurable results. In particular, the project aimed at spreading a good level of knowledge about the new programming cycle in all Region offices and regional agencies dealing with European funds and improving the management and control process of European funds.

**ITALY – Additional services to the project “Support to the actors involved in the management and implementation of the programme to strengthen the specific competences on co-financed operations for the Sardinia Region”**

The project aimed at strengthening, supporting, and enhancing the skills and abilities of the staff of municipalities and local authorities of Sardinia Region working with ERDF for more effective and efficient management and implementation of the EU operational programmes. Plus, increasing awareness and management autonomy of the staff of local authorities and municipalities of Sardinia Region involved in the management, implementation, control, monitoring, reporting of projects financed by the ERDF was also pursued.

**ITALY – Information services, promotion, communication strategy and assistance for the realization of the communication of POR FESR 2007-2013 and 2014-2020 for Emilia-Romagna region (2 projects)**

The overall objective of the project was the provision of technical assistance to Emilia-Romagna Region for the design and implementation of communication activities, aiming at promoting and raising awareness of the European Regional Development Fund Operational Programme.

## Local Development

## ADVISORY

**ITALY** – *Technical assistance service to the ERDF ROP 2014-2020 and to the ESF ROP 2014-2020 for management, implementation, monitoring, control activities, as well as activities aimed at strengthening the administrative capacity related to the implementation of the 2014-2020 Operational Programs (lot 1)*

The specific objective of the TA service was to assist with continuity and adequate strategic, scientific, methodological and organizational support, the Administration and, thus, the OP Management Authority, engaged in planning, operational planning, implementation, management, monitoring of the ROP ERDF, providing the Region with a support of excellence both in terms of technical expertise and in terms of consulting and strategic advisory for the innovation and the optimum functioning and financial performing of the Program.

**ITALY** – *Technical assistance services for POR CAMPANIA ERDF Management Authorities 2014-2020*

The specific objective of the TA service was to assist with continuity and adequate strategic, scientific, methodological and organizational support, the Administration and, thus, the OP Management Authority, engaged in planning, operational planning, implementation (including support to the regional managers for the launch of tenders, assessment for granting of loans to beneficiaries), management, monitoring of the ROP ERDF. The service was aimed at assisting the Management Authority, providing consulting and strategic advisory for the innovation of the public administration in order to improve the performance of the Programme in terms of effectiveness and efficacy.

**ITALY** – *Additional services of technical assistance to POR Campania ERDF 2014-2020*

This project is an extension of the previous service and has the goal to assist with continuity and adequate strategic, scientific, methodological and organizational support, the Administration and, thus, the OP Management Authority, for activities relating to the first level controls, activities for the closure of POR ERDF 2014-2020 and the start of the new POR ERDF 2021-2027.

## Private Sector Development

## ADVISORY

## COMMUNICATION

**ITALY** – *UpLivorno. Self-entrepreneurship support service*

The service was conceptualised as an integrated system to support the local government in the creation of new businesses and the subsequent consolidation of the same ones, through tailored actions of advisory and mentoring. This was carried out ensuring the development of synergies with the tasks performed by Job Centres and the one-stop shops for Productive Activities within the provincial territory.

**ITALY** – *PRE-Incubation and incubation services contract for the project groups, START-UPS and SPIN-OFFs of the Florentine University Incubator*

The Incubator of the Florentine University (IUF) managed by the University of Account Services Centre (CsaVRI) and offers pre-incubation services and incubation of university spin-offs of Florence. The project supported IUF in the services of scouting, namely in the search and selection of business ideas with a high rate of innovation, and pre-incubation, which involves training and advice for the development of the business idea.

**ITALY** – *Enterprises Support and Business Incubators Management in Aosta Valley*

The goal of the project was to populate the incubators Pépinières d'Entreprises with companies operating in the fields of sustainable mountain and mountain of excellence, foreseen by the Smart Specialisation Strategy of the Valle d'Aosta Region. Within the incubators, companies have been supported in the path of growth and development, in order to allow their exit after no more than 3 years and to encourage their stable settlement in the Aosta Valley. To this end, start-ups have benefited from constant support in assessing their needs, identifying ad hoc solutions, developing action plans and seizing growth opportunities.

*Rural Development  
& Agriculture*

- ADVISORY
- MONITORING & EVALUATION

**ITALY** – *In Itinere, Intermediate and Ex Post Evaluation Service of the Rural Development Programme of Apulia Region 2007-2013*  
The project aimed at providing the Managing Authority of the Programme and the Committee of Surveillance tools for measuring the performance of the RDP and the objectives achieved, through the use of indicators of result and impact, in order to improve the quality of the programme and to prepare the mid-term and ex-post evaluation. The objective was to ensure that the RDP worked efficiently and that its action was synergic with that of other Programmes active in the region.





MULTI COUNTRIES



Education & Social Policies

- ADVISORY
- MONITORING & EVALUATION
- LEARNING

**LAO PDR, MADAGASCAR** – *Independent External Evaluation of UNESCO’s Capacity Development for Education (CapED) Programme’s country-level interventions in Lao PDR and Madagascar*

UNESCO places developing capacity at the heart of its operational action at country level. In education, this is delivered primarily through its Capacity Development for Education Programme (CapED). The evaluation aimed at providing UNESCO and key stakeholders with an independent assessment of the long-term outcomes of country-level interventions of the CapED Programme in Madagascar and Lao People’s Democratic Republic. The evaluation focussed on outcomes, i.e. it is intended to provide UNESCO with evidence on the extent to which CapED has produced results towards the strengthening of the education system capacity at national and sub-national levels in Madagascar and Lao PDR, with the overall aim of improving access to and quality of education.

**WORLDWIDE** – *On-site technical assistance to the EU chemical, biological, radiological and nuclear Centres of Excellence regional secretariats*

The project involved the design and development of a digital course to train FAO staff on the fundamental texts of the organization. The training focused on the legal instruments that characterize FAO’s mandate, objectives, and functions, and was pivotal to prepare the staff for their responsibilities and to empower them to effectively perform their day-to-day responsibilities while facilitating the achievement of FAO’s objectives.

Energy & Environment

- ADVISORY

**WORLDWIDE** – *On-site technical assistance to the EU chemical, biological, radiological and nuclear Centres of Excellence regional secretariats*

The EU Chemical, Biological, Radiological and Nuclear (CBRN) Risk Mitigation Centres of Excellence Initiative programme was launched in 2010 and is part of the EU risk mitigation framework under the Instrument contributing to Peace and Stability. It aims to implementing capacity-building programmes in the field of CBRN risk mitigation in the partner countries. The main objective is to strengthen the long-term national and regional capabilities of responsible authorities to develop durable cooperation in the fight against the CBRN threats. The initiative targets 8 regions over Africa, Asia and Europe, but the assignment is specific of two regions: the Atlantic Façade region (Benin, Cote d’Ivoire, Gabon, Liberia, Mauritania, Morocco, Senegal and Togo) and the North Africa and Sahel region (Algeria, Burkina Faso, Libya, Mali, Morocco, Niger, Tunisia), with the deployment of two long-term OSA (on-site assistance) experts and several short-terms non-key experts.

## Governance & Public Administration Reform

ADVISORY

MONITORING & EVALUATION

### **WORLDWIDE** – *Support services for the evaluation of the two calls for proposals to be launched in 2007 and 2008*

The specific objective of this assignment was to provide the European Commission with services and expertise to perform the technical and financial evaluation of the Concept Notes and Complete proposals included in the thematic programme called “The non-state actors and the local authorities in the development”. Its aim is to support the initiatives proposed and/or implemented by civil society organisations and local authorities originating from the European Community and the partner countries in the field of development.

### **WORLDWIDE** – *Evaluation of the Commonwealth Secretariat Strategic Plan*

The purpose of the summative and formative evaluation was to assess the relevance, coherence, efficiency, effectiveness, impact and sustainability of the Commonwealth Secretariat’s programmes as directed by the Strategic Plan in meeting the needs of its member states. The primary focus of the evaluation was the current Strategic Plan period 2017-2018 and 2020-2021. However, the evaluation reflected on the cumulative contribution to results from the previous Strategic Plan period.

## Human Rights

MONITORING & EVALUATION

LEARNING

### **WORLDWIDE** – *IOM - Development of two e-learning Courses on Health, Mobility and Border Management*

The project included the design and development of e-learning content for Capacity Building on the topic of Health, Mobility, and Border Management (HBMM). In particular, the training aimed at improving IOM’s capacity to support Member States to strengthen health systems and meet their commitments for the International Health Regulations (IHR) and bolstering the capacity of external persons and government stakeholders regarding HBMMs application.

### **WORLDWIDE** – *UNHCR - Pharmacy Management e-learning project*

The project consisted in the design and development of e-learning content for the training of UNHCR staff on pharmacy management. The objective of the training was to illustrate the key principles and practices of good pharmacy management in operational contexts, in order to ensure refugees’ continued access to essential medicines while meeting high health standards.

### **WORLDWIDE** – *UNHCR - Statelessness 2020*

The project involved the development of digital content for UNHCR staff on the topic of statelessness, exploring its causes and ways to prevent and reduce it, as well as tools to protect stateless people. The course introduced to statelessness and explains why it is of concern to UNHCR. Amongst, learners were able to describe the key causes of statelessness, describe the consequences of statelessness on people’s lives, define what statelessness is and the scale of the problem, list key events in the history of the fight against statelessness, identify the main sources of standards and guidance in our work on statelessness and explain UNHCR’s mandate on statelessness.

### **WORLDWIDE** – *UNHCR - IDP law policy*

The purpose of the project was to create an online training course on Internal Displacement Law and Policy Development, accessible to all members of UNHCR’s workforce and external partners. This e-learning aimed at enhancing the knowledge, comprehension and analytical skills of UNHCR staff, protection cluster members as well as UN/international, government, civil society partners to lead, champion and effectively support inclusive and data-driven law and policy development processes on ID, including through the organization of a national multi-stakeholder workshop.

## Human Rights

## MONITORING &amp; EVALUATION

## LEARNING

**WORLDWIDE** – *Independent Evaluation of ILO's Evaluation Function (IEE)*

The purpose of the IEE was to provide an independent assessment of the continued effectiveness and relevance of the 2005 policy and the Office's performance against the 2011-15 evaluation strategy. The IEE has also examined the relevance of the strategy (strategic fit), relating to the quality of the strategy and its actual capacity of informing a sound decision-making in ILO, as well as the current operational arrangements and structures of the evaluation function within ILO, relating to the appropriateness of the organizational set-up and processes, with a specific focus on the enhancement of the internal evaluation capacity. In doing so, the evaluation has focused on learning from the implementation experiences (involving both centralized and decentralized functions).

**WORLDWIDE** – *UN Women Corporate Evaluation on Strategic Partnerships for Gender Equality and Women's Empowerment*

The corporate evaluation of the UN Women strategic partnerships (with relevant stakeholders including governments, civil society, private sector and other UN agencies), aimed at enhancing UN Women's influence and actions in the field of gender equality and women's empowerment and can be considered a mouthpiece in the achievement of considerable results in the field of Human Rights.

## Private Sector Development

## ADVISORY

## MONITORING &amp; EVALUATION

## LEARNING

**BULGARIA, EGYPT, TUNISIA AND UZBEKISTAN** – *Impact assessment of EBRD financing of larger firms on SMEs through their operations and supply chains*

Within the Value Chains Competitiveness Programme (VCCP), which aimed at enhancing competitiveness of small and medium enterprises (SMEs), a study aimed at assessing direct and indirect impacts of EBRD financing to large firms on first link SMEs in national upstream supply and operations chains had been conducted with the help of the European Bank for Reconstruction and Development (EBRD). The study involved four companies and the related SMEs in value chain across four different countries, namely Bulgaria, Egypt, Tunisia and Uzbekistan, and four different sectors: aerospace, agribusiness, food processing and food retail. The final aim was to develop a systematic methodology to capture the overall magnitude of the impact of projects with EBRD's larger clients on SMEs, which could be generalized for and applied to EBRD projects in countries of operations.

**WORLDWIDE** – *Online Learning Design and Development*

As part of the work under the Global Eco Industrial Park Programme (GEIPP), seeking to demonstrate the viability and benefits of Eco-Industrial Park approaches, the project focused on the design, development and adjustment of the 9-module EIP Service Provider training for remote facilitated online blended learning and the 7-module Industrial Park Management and Tenant Company training (facilitated blended learning and independent self-paced remote on-line training on the existing UNIDO learning platform). The main goal of these trainings was strengthening EIP service delivery and dissemination of EIP practices to the industrial park community.



## FWC WORLDWIDE

## Education &amp; Social Policies

ADVISORY

LEARNING

**2016 | 5 years** – *Provision of instructional design and development of online products and courses for UNHCR*

Under this Framework contract various e-learning courses were created mainly aimed at UNHCR operators in the field, to guarantee them continuous training and above all easy access to updates. The assignment focused on managing the framework contract, and ensuring timely delivery of outputs, overall quality management, and contacts with the Client.

**2022 | 4 years** – *Single Framework Service Contract for the Provision of Online and Face-to-face Training Services to Candidate Volunteers of the European Voluntary Humanitarian Aid Corps*

The European Voluntary Humanitarian Aid Corps strand is placed within the broader European Solidarity Corps initiative implemented by the European Education and Culture Executive Agency (EACEA). It allows young people aged 18-35, including those with fewer opportunities, to engage as active citizens, show solidarity to people in countries outside of the EU who have faced humanitarian disasters or need to increase their preparedness in the future, while learning new skills and professional competencies in the fields of humanitarian aid and development. The contract includes the development and delivery of online and face-to-face training services. Up to 4.500 volunteers are expected to take part in the training (approximately 225 face to face 5-days long training sessions held in four European countries) over the 4-year implementation period (2022-2026).

## Governance &amp; Public Administration Reform

ADVISORY

MONITORING &amp; EVALUATION

LEARNING

COMMUNICATION

**2021 | 3 years** – *Three-year long-term arrangement on consultancy service for conducting regional and country-based program and thematic evaluations in the Eastern and Southern Africa region*

Long-Term Arrangement with UNICEF for the provision of Country Programme Evaluations, Regional and Country Based Program and Thematic Evaluations in Eastern and Southern Africa. The overall LTA is managed by UNICEF Regional Office for Eastern and Southern Africa, but the specific evaluations are launched and managed by various UNICEF Country and Regional Offices. Evaluations focused on one or several development issues addressed by UNICEF (e.g. nutrition, education, child protection, WASH, health, etc.), cross-cutting principles (e.g. gender, early childhood development, communication for development, etc.), implementation modalities, or country contexts (e.g. humanitarian action, middle-income countries, etc.).

**2017 | 1 year** – *FWC UfMS - Event Support Services in the MEDA Countries*

The objective of the Framework Contract launched by the Union for the Mediterranean was to provide, via individual assignments defined and contracted through Specific Contracts, appropriate support for conferences and similar events organisation.

**2011 | 9 years** – *FWC EMSA Distance Learning Programme*

Framework Contracts (two rounds, from 2011 to 2020) organized by the European Maritime Safety Agency focused on the delivery of personalized training services and technical training to support and enhance the Port State Control (PSC) e-learning programme, the control system for all the seaports located along the coasts of European Union countries, representing the body responsible for ensuring that all the ships passing through EU ports comply with international standards, guaranteeing maritime security in the areas involved by checking that ships are built and maintained properly.

### Governance & Public Administration Reform

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#### 2020 | 4 years – Strategic Evaluations of the European Union External Action

The project funded by the European Commission (DG INTPA and DG NEAR) focused on the implementation of Strategic Evaluations of the EU External Action ('EVA 2020') in the field of international cooperation and development. The geographic coverage of this FWC is global and may include any country outside the EU. The strategic evaluations to be implemented via this FWC are defined as complex evaluations, that analyse EU strategies/actions from design to implementation assessing the combined results of all spending (e.g. projects and programmes) and non-spending (e.g. policy dialogue) activities over a significant period of time (temporal scope of at least four years).

#### 2019 | 4 years – Mid-term and/or ex-post evaluations of country or thematic Action Plans concluded by the Council of Europe with beneficiary states

Framework Contract with the Council of Europe (CoE) for the evaluation of its thematic and country Action Plans focused on Human Rights, Democracy and Rule of Law, which are the areas in which the CoE operates in any of the countries with which the CoE collaborates.

#### 2023 | 4 years – Framework Agreement to Support EIB Advisory Services (EIBAS) Activities Inside and Outside EU-27: LOT 4 Smart Growth, Social Infrastructure, Horizon Europe and SMEs Access to Finance

The contracts foresee a wide range of services in areas relevant for smart development and Horizon Europe, including research, development and innovation, digitalization, incubation support services, ICT, Smart Development, health and education, SMEs finance, low carbon and environmentally sustainable technologies innovation. Services requested include development of materials and of capacity building activities, development of methodological guidelines, model project approaches, PPP-grant blending, compliance with legal provisions, support policy reforms, knowledge dissemination.

### Human Rights

MONITORING & EVALUATION

#### 2021 | 3 years – Long Term Agreement for the Provision of Country Strategic Plan Evaluations (CSPE), Corporate Emergency Evaluations (CEE), Decentralised Evaluations

The overall LTA is funded by WFP. The specific evaluations are divided in centralised evaluations (managed by WFP central Office of Evaluation, OEV) and in decentralised evaluations (managed by WFP Regional Bureaux or Country Offices). Centralised evaluations can focus on corporate policies or global programmes, strategic issues or themes, Country Strategic Plans, corporate emergency responses and evaluation syntheses, while decentralised evaluations can cover programmes, activities, pilots, themes, transfer modalities or any other area of action and will primarily be conducted at the sub-national, national, or multi-country level. The geographic coverage of this LTA is global and may include any country receiving support from the WFP.

### Infrastructure

ADVISORY

#### 2021 | 2 years – Project Readiness Financing Framework Agreement – Feasibility Studies, Detailed Engineering Design, and Procurement Support Services

Framework Agreement launched by the Asian Development Bank in order to perform the services of Feasibility Studies, Detailed Engineering Designs, and Procurement Support to repair existing bridges, rehabilitate existing roads, and build new roads in Afghanistan. The services are to be implemented in three separate global design packages, each one segmented in sub-packages giving rise to Call-Offs throughout the duration of the Framework Agreement: Feasibility Study (including social & environmental safeguards assessments) and Recommendation for Approval; Detailed Design; and Procurement and Safeguards Support.

*Rural Development  
& Agriculture*

- MONITORING & EVALUATION
- LEARNING

**2016 | 3 years** – *Provision of instructional design and development of online products and courses for FAO*

Under the joint UN Framework contract (with UNHCR, WFP and IFAD) on the provision of instructional design and development of online curricula and courses for FAO, the main objective of the assignment focused on the design of an e-learning course on the Basic Texts of the Organization about the legal instruments which detail FAO's mandate, objectives, and functions.

**2016 | 3 years** – *FWC IFAD - Impact Assessment surveys agriculture*

This Framework contract aimed at the development and administration of surveys for impact evaluations in IFAD borrowing countries worldwide, through the designing and delivering of Household-level quantitative surveys and community-level quantitative surveys.





ADVISORY

MONITORING & EVALUATION

LEARNING

COMMUNICATION

TECHNICAL ASSISTANCE

DIGITAL TRANSFORMATION

BUSINESS TO GOVERNMENT

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