

# DANIDA CAPACITY DEVELOPMENT SUPPORT PROGRAMME

Tender Document: 15.04

## 1. Instructions to Tenderers

### 1.1 Activity title

Framework Agreements for the provision of a package of capacity development support activities under the **Danida Fellowship Centre (DFC) Roster of Capacity Development Service Providers**, in alignment with the Danida Fellowship Centre (DFC) mandate under the Danida Capacity Development Support Program (DCDSP).

### 1.2 Description

See below

### 1.3 Financing and contract

DFC shall finance the activities. The estimated value of consultancy services sourced through the Roster through Framework Agreements is expected to be DKK 5-10 million over a four-year period, subject to continued availability of resources as per the Finance Act. The contractual amount is fixed at the level of each assignment.

### 1.4 Award of Framework Agreements based on tender

DFC shall sign a Framework Agreement with each winning tenderer.

The Framework Agreement shall be valid for a limited period of maximum 4 years, which is also the case for the specific contracts under on the Framework Agreements.

The Framework Agreements are voluntary and DFC reserves the right to enter into contracts with entities outside of the Roster to provide similar services at any time.

### 1.5 Tenderers

The tendering is **open tendering** according to the Danish general rules for procuring of support services in the public sector ("Udbudsloven").

Tenderers are required to submit a proposal responding to some or all of the Thematic Areas and Support Services outlined in this tender document.

Tenderers could be consultancy entities or consortia of several members. In the latter case, all consortium members should be jointly and severally liable and must be represented by one member, who will act as sole spokesperson with regard to the Framework Agreement. Each individual contract must also have a designated contact person to liaise with DFC for the duration of the contract.

Winning tenderers will be awarded a Framework Agreement for the specific Thematic Areas and Support Services, based on DFC's evaluation of the bids, and will be included on the DFC Roster of Capacity Development Service Providers. A maximum of 3-5 tenderers will be selected for the Roster

All tender information will be posted on DFC's website.

### 1.6 Expenses Relating to Tendering

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

### 1.7 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)
- The DFC 'A Tool for Change', which includes an overview of the services, DFC must be in a position to provide

For general information regarding the Danida Capacity Development Support Programme and DFC, see [www.dfcentre.com](http://www.dfcentre.com).

### 1.8 Price

The financial proposal shall only include the fees of the consultants proposed for each Support Service and must be divided into separate budgets for each of the Thematic Areas included in the bid, with further detailing of budgets by Support Service and processual step as outlined in section 1.10.

### 1.9 Human Resources

The proposed human resources shall have appropriate professional as well as educational qualifications, professional experience from at least one developing country (a minimum of 6 months combined), experience from consultancy work in at least one developing country (at least two separate consultancies), and fluency in English. The tenderer must annex the proposed candidates' CVs. Failure to do so will result in the tender being considered non-compliant..

A balanced team of candidates in terms of gender will be considered an advantage.

Replacement of proposed staff after entering into the Framework Agreement and concrete contracts can only be allowed upon prior approval by DFC.

### 1.10 Clarifications

Questions of clarification can be raised until **March 14, 2016** in writing to **Ms Maya Lindberg Brink, [mlb@dfcentre.dk](mailto:mlb@dfcentre.dk)**. The questions raised and answers given will be forwarded to all tenderers on **March 18, 2016**.

### 1.11 Contents of the tender

#### I. A proposal including:

- a) An overview of the Thematic Areas for which the tenderer is able to provide support
- b) For each of the Thematic Areas, and in line with the requirements included in this tender document:
  - An overview of the concrete Support Services under the Thematic Area, which the organization is able to deliver on.
  - For each of the services, a brief outline of 1-2 paragraphs of the organization's proposed approach and methodology in providing these.
  - An account of the organizations' experience to date with providing such services, including an overview of recent support provided by the organization in this area.
  - An account of the technical and human resources the organization has available to provide such services, and the particular competencies and responsibilities of each in terms of the services under the Support Services in which they would be involved.
  - CVs for each staff that would be involved in providing such services.

II. A financial proposal, which must include:

- c) For each of the Thematic Areas for which the tenderer is able to provide support:
  - The staff that would be involved in providing each of the concrete Support Services and the rates applicable.
  - For each of the concrete Support Services it should be further specified the staff that would be involved and the rates applicable for each of the steps of i) formulation of concrete proposals for support; ii) implementation of Support Services; and iii) evaluation of and reporting on Support Services (*see section 3. Scope of Work*).

**1.12 Validity of tender**

Tender validity period is 90 days

**1.13 Submission of tender**

The Tender shall be written in English and submitted in a sealed envelope marked:

**Tender 15.04**

to: **DFC, Hostrupsvej 22, 1950 Frederiksberg C.**

Tenders must be received at DFC in an **electronic copy** and **two hard copies** no later than **March 31, 2016 at 12.00 pm**.

*Please note that **only tenderers having notified DFC by March 3, 2016 of their intention to submit a tender will be considered by the evaluation committee.***

***A joint information meeting on the objectives of tender and expectations from tenderers will be arranged on March 10, 2016 for tenderers having notified DFC of their intention to submit a tender.***

***Notifications of intend to submit a tender should be communicated to Ms. Maya Lindberg Brink, [mlb@dfcentre.dk](mailto:mlb@dfcentre.dk).***

**1.14 Tender evaluation**

DFC will carry out the evaluation based on the following criteria:

- Contents of the proposal, evaluated based on proposed methodology and the amount of Thematic Areas and Support Services included.
- Experience, evaluated based on staff and company experience and expertise.
- Price, evaluated based on fee rates as compared to level of experience of the staff member.

The weighing of each of the above criteria will be as follows:

Content: 40%

Experience: 40%

Price: 20%

DFC reserves the right to accept or reject any or all of the tenders. The tender of particular Thematic Areas and specific Support Services may be awarded to several tenderers. DFC reserves the right to award tenders to individual tenderers for only a limited amount of the Thematic Areas and Support Services included in their bid, based on an evaluation of the quality of the proposal and the experience of the tenderer.

The tenderers who have submitted the best acceptable proposal will be invited to enter into a Framework Agreement under the **Danida Fellowship Centre (DFC) Roster of Capacity Development Service Providers**.

DFC will notify all tenderers of which entities will be invited to enter into a Framework Agreement

by the latest on **April 29, 2016. The selection of the winning proposals will be announced on DFC's website.**

DFC shall not enter into any discussion with tenderers on the results of the tender.

#### **1.15 Award of later contracts based on Framework Agreements**

Individual contracts will be awarded based on individual call-offs by DFC following individual requests for support from Danida partner and/or Danish Embassies. All holders of Framework Agreements covering Support Services relevant to the specific contract will be invited to submit an expression of interests.

Initial expressions of interests should include only a budget and the CVs of each individual consultant proposed for the task, unless otherwise specified by DFC. Award criteria will be the most economically advantageous within the below weighting range, with the specific weight stated in each individual call-off:

Quality: 70-90%

Price: 30-10%

Quality will be evaluated based on proposed CVs and methodology. Price will be evaluated based on fees and expenditure.

The entity selected for the award will be asked to submit a full proposal for the activity, including budget, CVs and methodology in agreement with DFC. DFC reserves the right to approach either the second highest scoring entity or an entity outside of the Roster should it not be possible to reach an agreement.

An entity holding a Framework Agreement will in general be expected to submit an expression of interest in connection with a call for proposals for Support Services covered in the entity's Framework Agreement. Where an entity consistently refrains from submitting proposals, DFC reserves the right to cancel the Framework Agreement with that particular entity.

It is envisaged that most assignments will have a contractual amount between DKK 200.000 and DKK 1.000.000. The contractual amount will be fixed at the level of each individual assignment. Each contract may not exceed 365 calendar days, addenda included. Each contract must be signed within the validity of the Framework Agreement.

## 2. Outline of the Activity

Danida Fellowship Centre (DFC) is responsible for the management and administration of the Danida Capacity Development Support Programme (DCDSP) Within the strategic priority areas of Denmark's development cooperation, DFC has been charged with facilitating and delivering high quality, innovative and good practice capacity development support and learning solutions for Danida partners in Denmark's priority countries, tailored to partners' capacity development needs, demands and readiness.

DFC's support under the DCDSP is demand-driven and will be based on requests from Danida development partners. The concrete Support Services will always be defined and designed in dialogue with partners and Embassies.

DFC is mandated to operate as a broker between the demand side for capacity development support – Danida partners and Danish Embassies - and the supply side - capacity development and learning providers. In support of this mandate, and in order to be able to recruit on short notice qualified technical assistance, DFC will establish and manage a Roster of Capacity Development Service Providers that DFC may draw on for particular Support Services in a number of predefined Thematic Areas, as and when relevant.

### 2.1. Framework Agreement under the DFC Roster of Capacity Development Service Providers

The DFC Roster of Capacity Development Service Providers will cover a number of Thematic Areas outlined in more detail in section 2.2. Each Thematic Area will encompass a number of tentative capacity development Support Services. The overall objective is to establish Framework Agreements between DFC and a maximum of 3-5 selected consultancy companies/consortia to facilitate easy and quick contracting of qualified teams of consultants for short-term assignments in relation to DCDSP.

Winning tenderers will be included on the Roster and a Framework Agreement will be signed with DFC covering the particular Thematic Areas and Support Services, where the provider has been identified to have the required expertise. The Framework Agreement will be the basis for later contract negotiations for concrete Support Services under the Roster (see 3.2).

#### 2.1.1. Background and Context

An evaluation of the DFC administered Danida Fellowship Programme (DFP) in 2012 concluded that course participants found the training courses highly relevant and that the Programme as such was well-managed. It, however, also stressed 1) the potential inconsistencies between the mainly individual training under the DFP and Danida's focus on supporting nationally-led capacity development strategies, 2) the lack of a results framework and of monitoring and evaluation beyond participant self-assessments, and 3) the lack of ownership of DFP activities by Embassies and Danida programmes.

The new Policy for Danida Capacity Development Support Programme was formulated in response to the recommendations of the DFP evaluation and adopted in May 2014, with DFC assigned to manage it. The mandate of the DCDSP is *to offer capacity development support in line with the Danish strategic priorities for development cooperation, and to promote the principles of participation, accountability, non-discrimination and transparency.*

Under DCDSP, DFC is expected to provide a broad spectrum of capacity development support initiatives, including training, but also involving other learning approaches. Capacity development support initiatives

under DCDSP are a complement to what Danida and other development partners fund through thematic and other programmes.

Funds available under the DCDSP, set aside annually in the Finance Act and additional to funds for bilateral and other development programmes, are intended to further support partners in the Global South to engage in capacity development under the DCDSP as a complement to their own resources. These funds constitute the core budget of the DCDSP, however Danida programmes can also finance or co-finance activities conducted under the auspices of the DCDSP.

In 2014, in line with its mandate under DCDSP, DFC elaborated an action plan for the period 2014-2017, including for how to assist Danida partners and Danish Embassies in the formulation, facilitation and evaluation of capacity development support interventions aligned with country or thematic programmes.

The new opportunities provided under the DCDSP for Danida partners and Danish Embassies entailed by it were communicated to Danish Embassies in late 2014. In 2015, DFC launched more in-depth communication and information material on the opportunities for support under the DCDSP and is engaged in dialogue with a number of partners and Embassies on tailored options for capacity development support. DFC's communication material – 'A Tool for Change' is included as Annex 2.

### **2.1.2. Denmark's development cooperation strategy and the Danida guidelines for capacity development support**

Denmark's Development Cooperation Strategy, "The Right to a Better Life", emphasises a Human Rights Based Approach (HRBA) with enhanced gender equality, human rights and democracy as core principles for Danish development cooperation. These principles are also core values in the Danish welfare model and priority areas in the DCDSP.

A key principle for Denmark's development cooperation is that it is '*anchored locally and build on democratic ownership [and] to the greatest extent possible [...] support developing countries' own development strategies and strengthen country systems*'.

Denmark will in its development cooperation:

- Promote good governance and the development of democratic institutions, including the establishment of and access to effective, independent legal systems and complaints mechanisms, increased capacity and decentralisation in the public sector, and the fight against corruption.
- Systematically strengthen capacity of public authorities, civil societies and rights holders.

The Danida guidelines for capacity development support, "Addressing Capacity Development in Danish Development Cooperation", emphasize the need for quality and depth of dialogue around capacity development, as a precondition for providing effective support, by emphasizing:

- *Change readiness*: A focus on "who are ready and able to do what?", as opposed to "what needs to be done?"
- *Ownership in practice*: A focus on the need for partners to contribute concrete investment of resources.
- *Results – at the right level*: A focus on service delivery and regulatory outputs, and the capacities needed to deliver these, rather than on what Danish support can deliver on its own.
- *Dilemmas*: Acknowledging the dilemmas of balancing a long list of concerns and objectives, of which CD is only one, in order to reach pragmatic answers to CD challenges.

### 2.1.3. Overall Objectives and Impact of the DCDSP

The purpose of DCDSP is *‘to contribute to enhanced organisational performance and long-term organisational capacity development processes for development partners in the global South’*. The main goal of the programme is *‘to facilitate and deliver high quality, innovative and best practice capacity development support and learning solutions, tailored to partners’ capacity development needs, demands and readiness within the strategic priority areas of the Danish development cooperation’*.

While DCDSP will have a focus on providing organisational and institutional learning, it will not necessarily be tailored to deliver behavioural changes at the organizational level, which is seen as the responsibility of leaders and managers of the targeted Danida partner institutions themselves.

As part of DCDSP, DFC will work towards results in three strategic areas:

- **Strategic Area A - Driver of Innovative Learning Modalities and Methods:**  
*DCDSP is by its partners seen as a driver for development and monitoring of innovative learnings modalities and methods facilitating iterative learning processes and contextual learning promoting organizational capacity*
- **Strategic Area B - Trusted and Acknowledged Partner in Effective Support to Capacity Development:**  
*Partners involve DCDSP as a dialogue partner for support to capacity development, for participating in formulation and review Danida development cooperation and for supporting partner organization applying learning and outcome evaluation*
- **Strategic Area C - Efficiency, Productivity and Accountability:**  
*DCDSP operations are managed with high productivity by competent staff based on enlargement of pool of providers and more efficient procurement regulations, as well as a high level of accountability based on improved reporting and dissemination of results*

### 2.1.4. Capacity Development Objectives of the Support of Service Providers under the DFC Roster of Capacity Development Service Providers

Specific capacity development objectives will be defined and agreed with DFC for each concrete Support Service for which the support provider is contracted through the Roster and in line with the requirements defined for the service in dialogue with the Danida partner and/or Danish Embassy. Overall, the objectives of support under the Thematic Areas through the Roster will be:

- To support the achievement of the overall purpose and goal of the DCDSP and the results under relevant strategic areas.
- To design and deliver cutting edge capacity development solutions.
- To support the achievement of agreed results in terms of improvement in the competence level of the staff of the requesting organization and/or the capacity of the requesting organization.
- To ensure a high level of satisfaction with agreed capacity development support from the requesting organization.

### 2.1.5. Target Group

The precise target group may vary depending on the specific Thematic Area and support service and will be identified in dialogue with the partner or Embassy.

### 2.1.6. Approach to Capacity Development

Through DCDSP, DFC works to support Danida partners to enhance organizational capacity and performance as a facilitator and broker of capacity development solutions, with a focus on dialogue, learning and change and as a complementary and integrated part of Denmark’s development assistance.

DFC acknowledges that learning is key to inspiring change and developing better performing organizations, and aim to help define and facilitate innovative, flexible and adaptable solutions through open, iterative and multi-stakeholder processes, which encourages continued learning. The priority is solutions that work in the context and lead to positive results for the organizations supported by DFC.

The support of service providers through the Roster and under the DCDSP is expected to be based on similar overall principles and approaches.

## 2.2. Roster Structure

### 2.2.1. Overview of Thematic Areas

The Thematic Areas covered by the DFC Roster of Capacity Development Service Providers are included below. Under each Area are a number of particular *Support Services*, where Danida partners and Danish Embassies should be able to draw on DFC and its network of service providers for support. These are described in the Description of Thematic Areas in section 2.2.2. below.

THEMATIC AREAS
I. Strategic Planning for Capacity Development
II. Managing for Results in Capacity Development
III. Pioneering Capacity Development Solutions
IV. Learning and Adaptation in Capacity Development

Tender proposals may include all or some of the Services under one, more or all of the Thematic Areas.

### 2.2.2. Description of Thematic Areas

Tentative Support Services have been outlined under each Thematic Area in line with DFC's mandate under DCDSP. The specific support will, however, always be defined in dialogue with partners and Embassies based on their needs and priorities, as defined in dialogue with potential service providers.

All DFC brokered support should facilitate partner-led processes towards solutions that are locally supported and owned, focus on dialogue, learning and change and designed to constitute a complementary and integrated part of Denmark's development assistance.

Tenderers should in their proposal stipulate the Thematic Areas and Support Services among the below covered by their bid, which they have the expertise to provide; they may, however, also include similar services aligned with the Thematic Area, which they believe would be complementary to those services already stated and which they have the expertise to provide.

#### I. Thematic Area 1: Strategic Planning for Capacity Development

To support Danida partners and Danish Embassies, upon their request, in defining strategic, sustainable and results focused capacity development support interventions in line with and as part of the partner development plans and Danida country programme, DFC should be able to broker support in a number of areas, including but not necessarily limited to the following Support Services:

- 1) Support to ex ante analysis of the constraints and drivers for capacity development, including e.g. power analysis, stakeholder analysis, and risk analysis.
- 2) Support to capacity assessments through tailored and partner-led tools and processes.
- 3) Support in understanding the theory of change model and/or formulating theories of change and results matrixes for planned capacity development support through partner-led dialogue.
- 4) Facilitation of partner-driven processes to formulate capacity development plans.



- 5) Support in the development of indicators, baselines, and monitoring plans and tools for capacity development interventions.

## **II. Thematic Area 2: Managing for Results in Capacity Development**

To support Danida partners and Danish Embassies, upon their request, to increase the competencies of key staff to implement capacity development support based on a well-managed change processes and results-focused management, DFC should be able to broker support in a number of areas, including but not necessarily limited to the following Support Services:

- 1) Support to training and mentorship solutions related to Results Based Management of capacity development initiatives.
- 2) Support to training and mentorship solutions related to change management of capacity development processes.
- 3) Support to facilitate processes to develop and review capacity development change management plans.

## **III. Thematic Area 3: Pioneering Capacity Development Solutions**

To be able to support capacity development processes led by Danida partners and Danish Embassies, upon their request and in line with their plans and priorities, DFC should be able to broker support for a number of competence and capacity development solutions, including but not necessarily limited to the following Support Services:

- 1) Tailor-made courses for specific partners, sector or themes (*list the Danida priority areas from Annex II where tenderer has the required expertise*)
- 2) Development of web-based learning solutions (*list the Danida priority areas from Annex II where tenderer has the required expertise*)
- 3) Mentorship or on-the-job training (*list the Danida priority areas from Annex II where tenderer has the required expertise*)
- 4) Facilitation of twinning arrangements.
- 5) Facilitation of study tours, exposure visits.
- 6) Short-term in-country technical support to partner organizations (*list the Danida priority areas from Annex II where tenderer has the required expertise*)

## **IV. Thematic Area 4: Learning and Adaptation in Capacity Development**

To support Danida partners and Danish Embassies, upon their request, to facilitate results-based evaluations and learning, DFC should be able to broker support in a number of areas, including but not necessarily limited to the following Support Services:

- 1) Support to in designing learning loops / feedback mechanisms for capacity development efforts.
- 2) Support to outcome evaluations of capacity development components of a programme.
- 3) Support to partner-led regular theory of change reviews towards learning and adaptation.
- 4) Support to facilitate country specific learning seminars.

### **2.3. The Role of Danida Fellowship Centre (DFC)**

DFC will select among tenderers those to be granted Framework Agreements for inclusion on the DFC Roster of Capacity Development Service Providers according to Danida/DFC's guidelines for tendering in connection with rendering of consultancy services to DFC.

DFC will maintain dialogue with Danida partners and Danish Embassies DFC and ensure they are aware of and have access to updated information on the opportunities under the DCDSP. DFC will undertake initial discussions on potential requests for capacity development support under DCDSP.

DFC will manage the Roster and couple requests for support from Danida partners and Danish Embassies with the expertise of service providers on the Roster. DFC will likewise manage Framework Agreements and contracts with service providers, provide quality assurance during all parts of the collaboration with Danida partners and Danish Embassies, and dialogue with service providers on required improvements in current and future support.

Where time allows, DFC's own Capacity Development Advisors may also directly provide services under the four Thematic Areas covered by the Roster based on in-house expertise.

### 3. Scope of Work

Winning tenderers included on the DFC Roster of Capacity Development Service Providers and signing a Framework Agreement with DFC will be expected to fulfil the below scope of work.

#### 3.2 Formulation of concrete proposals for support

Upon receipt of a request for support from a Danida partner and Danish Embassy, DFC will approach all holders of Framework Agreements covering Support Services relevant to the specific contract to submit an expression of interests. The selected service provider will be asked to formulate a detailed proposal for the support requested, including methodology, timeline, budget and potential material; engage in joint dialogue with the partner and Embassy on potential adjustments; and develop the final package of support based thereon. Based on this, the concrete contract for the assignment will be negotiated between the service provider and DFC.

Final proposals should include a ToC and a results matrix for the intervention outlining the capacity development and learning results expected based on the specific request, to be further development based on dialogue with the partner, as well as the methodology that will be applied to ensure evaluation, learning and adaptation.

#### 3.3 Implementation of Support Services

Once a proposal is finalized and accepted by DFC and the partner and Embassy, DFC will sign a specific contract with the course provider, which will include:

- a. The particular scope of work, including capacity development and learning goals, methodology, and work plan.
- b. Responsibilities in terms of and timeline for communication with and regular reporting to DFC, and, where specifically agreed, with the partner or Embassy.
- c. Responsibilities in terms of evaluation, learning and adaptation.
- d. An agreed budget.

Implementation mode and timeline will be agreed with the partner or Embassy in line with their needs, priorities and context, and will depend on the concrete Support Service provided.

#### 3.4 Evaluation of and reporting on Support Services

The scope and level of detail of evaluation and reporting will be agreed on a case by case basis based on the character of the particular Support Service, but should as a minimum include:

- An evaluation of the attainment of the capacity development and learning goals for the intervention.
- An assessment of whether and to which degree assumptions in the ToC and results matrix for the intervention were warranted.
- Learnings from the intervention with recommendations for adjustments to similar future interventions implemented as part of the DCDSP.
- Feedback from the requesting organization and/or beneficiaries on the relevance, applicability and sustainability of support provided.

## ANNEX I - Priority Areas

Capacity development solutions in support of Danida Partners will likely fall under one or more of the four strategic priority areas outlined in the strategy for Denmark's development cooperation, "The Right to a Better Life", or the cross-cutting area of development management:

- Human Rights, Democracy and Governance
- Green Growth
- Stability and Protection
- Social Progress
- Managing for Development

Where referenced in the tender document under section 2.2, tenderers are requested to specify the priority areas under which they would be comfortable to support specific Support Services. For further information on subjects that could be included under the four priority areas, see below. For the purpose of the tender proposal, only the overall priority areas should be specified.

### ***Human rights, democracy, and governance***

- Democracy, including parliaments, elections, media, and oversight mechanisms
- Human rights
- Institutional reforms, including decentralisation, public financial management and tax reform
- Anti-corruption
- Rule of law and justice systems strengthening, e.g. access to justice and legal/security sector reform
- Social accountability and dialogue mechanisms
- Civil society development
- Inclusion of marginalised and excluded groups, including rights of indigenous peoples

### ***Green growth***

- Poverty reduction and sustainable development through green growth
- Generation of income and employment especially for the youth
- Business environment and related regulatory reforms, public private dialogue
- Green growth based on sustainable management and use of natural resources
- Renewable energy and energy efficiency
- Improved technology and financial services in agriculture, forestry, energy, water and climate
- Poor peoples' increased participation and access to water, land, knowledge and finance.

### ***Social progress***

- Social sector financing and institutional development;
- Health systems analyses and development;
- Sexual and reproductive health and rights, HIV/AIDS
- Education sector systems analysis and development
- Facilitation of student-centred learning processes
- Development of effective teaching support systems
- Universal access to health, education and social protection, mainly for poor and vulnerable groups

### ***Stability and protection***

- Conflict prevention, dialogue and mediation
- State-building and peacebuilding in conflict affected and fragile settings
- Integration of the principles under the New Deal and the International Dialogue in programming
- Poverty reduction, social development, growth and job creation in conflict affected/fragile settings
- Resilience among vulnerable groups as well as disaster prevention and disaster risk management
- Cooperation with regional and multilateral organisations in fragile and conflict-affected states