

# Request for Proposals

## Learning Exercise

### DIPD Activities 2011-2020

## Documenting Strategic Lessons Learned from DIPD Activities 2011-2020

### Introduction

Danish political parties have implemented democratization projects in partnership with parties and political organisations around the world through the Danish Institute for Parties and Democracy (DIPD) for more than ten years. As DIPD is implementing a new strategy this year it is necessary to understand what we have learned throughout the years. This is the focus of the learning exercise that will bring forward what has worked and which challenges there have been through the past ten years in order to build on this knowledge when implementing the new strategy.

DIPD was established by law in May 2010 as an independent self-governed institution with the overall vision of contributing to the development of effective, inclusive, and democratic political parties and well-functioning multiparty systems in developing countries.<sup>1</sup> The establishment of the institute was based on the assumption that political parties are key players in the development of well-functioning multiparty systems and democratic governance. The law highlighted the political parties, other political organs and their functioning and conditions as the focal areas for DIPD's activities. It was assumed that the experience gained by Danish political parties, their members and elected parliamentarians through more than a century of stable political processes offer comparative advantages that could be shared internationally.<sup>2</sup>

This year, the Board of DIPD approved a new strategy (2021-2024) where the focus will shift from implementing short-cycle projects to nurturing longer-term strategic partnerships. The new strategy emphasizes continuous learning. We wish to systematically and meaningfully document evidence and results, facilitate cross-party policy learning, and learn from our experiences to improve planning and facilitation of the new strategic partnerships.

### Background on DIPD

Currently, DIPD projects are implemented through three modalities:

- Party to party projects: Danish political parties partner directly with one or more ideologically like-minded political parties or, in a couple of cases, with regional networks. From 2011 to 2019, the Danish political parties have been engaged in bilateral democracy projects with political parties in Asia, Latin America, Africa and Europe, supported by DIPD;
- Multiparty projects: DIPD partners with multi-party organisations drawing political parties from across the political spectrum into project engagements. Various Danish political parties either implement a component of the projects or provide knowledge and resource persons. Multiparty projects are currently implemented in Myanmar, Bhutan, Nepal, and Burkina Faso;

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<sup>1</sup> Lov om etablering af Institut for Flerpartisamarbejde, Lov nr 530 af 26/05/2010

<https://www.retsinformation.dk/Forms/R0710.aspx?id=132056>

<sup>2</sup> Betænkning til lov om etablering af Institut for Flerpartisamarbejde, Lov nr 530 af 26/05/2010, p. 1

<https://www.retsinformation.dk/Forms/R0710.aspx?id=132056>

- Integrated projects: DIPD and one or more Danish parties implement a multi-party project together, led by one Danish party. In these types of projects, the international partner is typically a multi-party organisation comprising several political parties. Integrated projects are currently implemented in Malawi and Kenya.<sup>3</sup>

In the new strategy, the multiparty and integrated projects will be more anchored in the Danish political parties, for which reason the above-mentioned project modalities will change. The new strategy will be available on the DIPD website by end of January 2021. Read more about DIPD on our website: [www.dipd.dk/en](http://www.dipd.dk/en). As the focus shift even more towards long-term changes the foundation for the new strategy and DIPD's work moving forward are the partnerships between Danish political parties and the parties in the partner countries.

The projects and partnerships focus on different thematic areas within a broader strategic framework defined as growth of democratic political parties and well-functioning multiparty systems. However, projects and partnerships under the current DIPD umbrella differ in nature due to three factors:

1. The Danish political parties have organised their international work through DIPD in different ways. Some parties implement projects through project groups driven by party volunteers, others by full time staff, while others again have contracted a separate organisation to be in charge of implementation.
2. International partners range from political movements (grassroots) to established and professionalised political parties. Some international partners are in Government, and others are in opposition. Some are new and some parties have been part of the political system for decades.
3. The national context in which projects are implemented varies from repressive regimes to more consolidated democracies. Some countries are marred by political violence or ethnic tensions, while others are more stable.

Examples of the approaches used in projects include:

- **Exchange between parties:** a cornerstone of our work is the exchange of ideas, perspectives and knowledge between like-minded political parties, from the highest level of political leadership to information exchange and learning between party members;
- **Trainings:** another big bulk of activities consists of trainings and capacity development of political leaders, party members, youth and women. This is to develop the capacity of the participants to create change.
- **Multi-party dialogues:** we support the facilitation of multiparty dialogues to nurture political tolerance and healthy competition between parties in a multi-party environment.
- **Institutional support:** Political parties are also supported as organisations by strengthening internal decision-making processes, political leadership, membership structures and financial sustainability.

The Danish political parties have a vast experience with partnerships with likeminded parties around the world, which DIPD has sought to explore, learn from and build on in the projects implemented to date. Danish political parties are generally able to access partner parties in a unique way because of the twinning approach. Most of our projects and partnerships aim at changes at a strategic level, and intend to involve and commit the leaderships of political party partners at different levels to institutionalise the changes achieved by the projects and interventions. During the past 10 years, a number of results have been achieved through DIPD support to

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<sup>3</sup> The partnership in Kenya has been implemented by the DLPD (The Liberal Party of Denmark) since 2011. DIPD has been a co-partner since 2018.

multiparty projects and through the Danish political parties' partnerships, as documented in reports to Danida (cf. annex I).

But one of the main challenges that especially shorter term projects have been facing has been making sure that the outcomes of the partnerships are sustainable and have a long-term impact. Experience demonstrates that it can be difficult to maintain the close relationships.

## **Purpose of the Learning Exercise**

The learning exercise should result in a catalogue of good practices which can contribute to operationalising DIPD's new strategy. More specifically, we want to know what the drivers and barriers are for contributing to long term change through the projects and partnerships.

The purpose of the learning exercise is to:

- Map and document what has been learned from the partnerships to date focusing on what has led to long-term democratic change, which will become a "Learning Catalogue".
- Based on this create recommendations building on good practices and tools for how to ensure long lasting changes through partnerships when operationalising the new strategy.

The learning exercise will take place in the first half of 2021.

## **Core Research Questions**

The following research questions should be answered as part of the learning exercise:

1. To what extent have strategic relations developed between Danish political parties and their partners? How, when and why?
2. What are the best practices for long-term change through partnerships and what are the challenges? When, how and why are long-term changes achieved through the partnerships and projects?
3. What is the added value of the Danish political parties to the partnerships?
4. How can the DIPD secretariat strengthen its support to the work of the Danish political parties?

The research questions should be applied across all thematic areas and for all three project modalities (party-to-party, multiparty and integrated projects).

## **Target Group for Learning Exercise**

The primary target groups for this learning exercise are the project staff and volunteers in the Danish political parties in charge of implementing the projects; international partners; and members of the DIPD Board. In addition to this, the findings from the exercise will be used in discussion with the rank and file of the Danish political parties with interest in international affairs, and communication staff in the political parties.

For this reason, the findings of the learning exercise must be communicated in a format and language which is easy to understand and the recommendations made must be hands-on and easily applicable to the future work under DIPD by the political parties and partners.

## Methodology and Approach

This public Request for Proposals (RFP) is open to companies and individual consultants, and consortia are allowed. Proposals must include an understanding of the RFP, and an outline of the approach and methodology proposed, as well as the team of external consultants proposed for the assignment.

It will be the responsibility of the selected Consultant to develop the specific methodology (including number of case studies) in collaboration with DIPD during an inception phase; conduct the research, formulate and analyse findings, and develop a learning catalogue for inspiration and recommendations following input to a draft report from DIPD.

With regard to the methodology, DIPD requires the following:

- The methodology should be participatory and facilitate organisational learning;
- The methodology proposed should actively involve the Danish political parties, partner representatives, and the DIPD secretariat in formulating recommendations;
- The learning exercise should primarily be qualitative, based on an open and explorative approach.

We expect the Consultant to be innovative in coming up with a methodology, which should include, inter alia:

- **Desk review** of all current projects (project documents, reports and reviews etc.) to inform the detailed methodology, sampling for case studies, and data collection of the learning exercise. DIPD has undertaken a number of reviews and one capacity assessment (see Annex I: List of DIPD reviews and links to Annual reports). Additional project documents and reports demonstrating how projects are designed and executed will be available.
- **Online surveys and workshops** involving e.g., partners, Danish political parties and the DIPD secretariat;
- **Outcome Harvesting, either online or in-person**, to compile learnings on outcomes and change rather than outputs, and on effects and impact rather than implementation;
- **Field visits:** As possible, given Covid-19 related restrictions, local consultants should conduct field visits or interviews to engage key informants from among the leadership and members of political party partners to provide examples of changes, challenges and recommendations from the local level.
- **Interviews:** Individual or group interviews should be conducted with key informants and institutions across countries. Interviews should be conducted online or physically, considering COVID-19 related (travel) restrictions;
- **Inspiration from other European actors:** The learning exercise should tap into experiences from other like-minded organisations, like Demo-Finland, as well as recent studies of the democracy support efforts undertaken by political parties in other European countries e.g., Sweden and the Netherlands.

It is important that a lot of thought and reflection is put into how to communicate the findings and recommendations from the exercise. Findings and recommendations should go beyond being a traditional report targeting development practitioners but should rather be a learning catalogue with tangible learnings and recommendations applicable to the different contexts of the partnerships.

## Deliverables and timeline

The Learning Catalogue is envisaged to include inspirational practices compiled from an analysis of projects supported by DIPD during 2011-20, focusing on multiple currently ongoing projects, underpinned by short case

studies providing the background and key reasons why, how and under what circumstances a practice becomes important, either as a Lesson Learned or a promising and replicable Good Practice.

The learning exercise must be concluded by 4 June 2021.

Proposals for the learning exercise should contain the following deliverables and adhere to the estimated timelines:

<b>Deliverables</b>	<b>Timeline</b>
<ul style="list-style-type: none"> <li>An <u>Inception Report</u> presenting the fleshed-out methodology and work plan for the learning exercise, including draft interview guides, list of proposed key informants, suggested projects for case studies, and preliminary contextual analysis based on the desk study and preliminary interviews in Denmark.</li> </ul>	16 April 2021
<ul style="list-style-type: none"> <li>Power-point presentation for a meeting (workshop) with DIPD stakeholders to present and discuss the draft findings and recommendations of the learning exercise and receive comments and feedback.</li> </ul>	14 May 2021
<ul style="list-style-type: none"> <li>An inspiration catalogue of max 20 pages excluding annexes, to be presented in draft to the working group for comments before a final version is submitted.</li> </ul>	28 May 2021

### **Minimum Requirement for Proposals:**

The Consultant team should represent a combination of academic skills and practical working experience from democracy support or other related international sectors, collectively able to fulfil the requirements of the RFP.

Required qualifications and expertise of consultant team:

The team will comprise one lead consultant supported by at least one (national) consultant/expert from a DIPD partnership country who together meet the following requirements for this assignment:

- Extensive experience in facilitating organisational learning;
- Knowledgeable on institutional development and capacity development issues, in particular related to democratisation support;
- Proven in-depth knowledge of democracy support;
- Proven experience in using remote data collection methods and online meeting and workshop facilitation applications;
- Excellent English language skills; with proficiency in French and Spanish being a strong advantage;
- Proven experience in production of knowledge products and learning materials.

The team leader is not expected to travel to undertake this assignment. Local consultants/experts are expected to conduct field visits in their respective countries to document changes, challenges and recommendations from local level. The local consultant(s) should be based in the country(ies) where DIPD projects are implemented (see DIPD website for full list).

The team leader is required to have a proven track record in managing learning exercises of large multi-site and multi-year programmes, preferably including partnerships and political parties.

### **Budget:**

DIPD is launching an open request for proposals to conduct this Learning catalogue, expecting the winning bid not to exceed a total cost to DIPD of DKK 249,000, VAT included.

## Criteria for Bid Evaluation and Project Supervision

### *DIPD-Internal Working Group*

A working group will coordinate the learning exercise on behalf of DIPD. This working group, led by the Head of Programmes, will be the first line of contact with the Consultant team leader. The working group will advise the Consultant on matters related to progress of proposal selection, inception report quality, first draft and final draft report quality.

The working group will select the successful bid based on a scoring system including:

Quality of methodology for learning:	50%
Experience of team:	30%
Financial proposal:	20%

## Submission of Bids

Bidders are requested to prepare an integrated Technical and Financial Proposal in response to the RFP. Bidders can access the documents listed in Annex 1 via the DIPD website as input to their proposals.

Submissions should be structured as follows:

### Technical Proposal Section:

- The Consultant's understanding of the RFP and any comments or questions Proposed approach and methodology, including a clear strategy for facilitating learning and a plan for communication of main learning results,
- Proposed time schedule, including deadlines for deliverables,
- Proposed team, CVs, emphasizing relevant track records and including a statement of availability of each proposed team member for the assignment as per the timeline proposed,
- The capacity of the lead consultant to undertake the assignment, including a) an example from similar work which demonstrates evidence of the skills and experience required and b) a list of past learning/inspiration catalogues or similar produced.

### Financial Proposal Section:

- Budget including all expenses expected to be incurred by the Learning catalogue team including the daily rate of each consultant and a breakdown of direct expenses;
- Total cost to DPID for the completion of the Learning Catalogue.

Interested, qualified and experienced persons, group of persons or firms are requested to submit their bids in response to this Request for Proposals in electronic version to [dipd@dipd.dk](mailto:dipd@dipd.dk) latest by March 22, 2021 at 4 PM CET. (Alternatively, proposals may be delivered within the deadline to:

The Danish Institute for Parties and Democracy  
Jemtelandsgade 1, 2300 Copenhagen S  
Denmark)

All bidders will be informed of the result of the bid evaluation process, which is expected to be completed by March 30, 2021.

## **Annex I: DIPD reviews and DIPD Annual reports**

(available on DIPD website: [here](#))

Capacity assessment of the Danish Institute for parties and Democracy (DIPD by The Danish Ministry of Foreign Affairs (2019)  
Management response

Review of the Danish Institute for Parties and Democracy (DIPD) by The Danish Ministry of Foreign affairs (2017)  
Board response

Learning catalogue of the Danish Institute for Parties and Democracy by Jørn Holm-Hansen and Marit Haug (2016)  
Management response

Review of the Danish Institute for Parties and Democracy by The Danish Ministry of Foreign Affairs (2013)  
Management response

DIPD annual reports