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<th>Name of legal entity</th>
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<th>No of staff provided</th>
<th>Name of client</th>
<th>Origin of funding</th>
<th>Dates (start/end)</th>
<th>Name of consortium members, if any</th>
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<tr>
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<td>EC, European Commission</td>
<td>7 / 2008 12 / 2011</td>
<td>ICON; NIRAS AB</td>
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</tbody>
</table>

**Detailed description of project**

The overall objective of the project of which this contract will be a part is to upgrade regional policy in Ukraine by extending the EU RD policy. The purposes of this contract are as follows:

a) To strengthen the Ukrainian authorities' capacity in policy formulation and decision-making process for sustainable regional development,
b) To establish a National financial instrument for regional development,
c) To assist the Ukrainian authorities in implementing the plan of activities for sustainable regional development (AcPla).

<table>
<thead>
<tr>
<th>Result 1 (Coordination/implementation in place)</th>
<th>Type of services provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.1 Prepare terms of reference for TFRD</td>
<td>A.1 Prepare terms of reference for TFRD</td>
</tr>
<tr>
<td>A.2 Recommend upgrades to legal framework</td>
<td>A.2 Recommend upgrades to legal framework</td>
</tr>
<tr>
<td>A.3 Train staff of coordination and implementing bodies</td>
<td>A.3 Train staff of coordination and implementing bodies</td>
</tr>
<tr>
<td>A.4 Carry out comprehensive SWAp analysis</td>
<td>A.4 Carry out comprehensive SWAp analysis</td>
</tr>
<tr>
<td>A.5 Revise NRDS for approval by TFRD</td>
<td>A.5 Revise NRDS for approval by TFRD</td>
</tr>
</tbody>
</table>

**Result 2 (NRDS implemented at all levels)**

<p>| A.4 Carry out comprehensive SWAp analysis |
| A.5 Revise NRDS for approval by TFRD      |
| A.6 Prepare plan of activities (AcPlan) for TFRD approval |
| A.7 Implement training programme and training workshops |
| A.8 Draft manual of procedures for SRD strategy |
| A.9 Recommend indicators for monitoring action plans |
| A.10 Assist with at least 5 approved loan plans |
| A.11 Provide updated NRDS                 |</p>
<table>
<thead>
<tr>
<th>Name of legal entity</th>
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**Detailed description of project**

The overall objective of the programme is to improve the living conditions of the population in the most disadvantaged rural, urban and suburban areas by increasing the level of education in the overall perspective of reducing poverty. This includes support for children, young people and adults presently excluded from basic education.

Component 1: Support the reform at central level. Support for Basic Education strategies to improve the access to, and the retention in education, while improving its quality by supporting a system of enhanced national standards for teaching and learning.

Component 2: Supporting the decentralized implementation of the reform in 12 disadvantaged provinces in the East and South East of Turkey. Provide direct support to empower those directly responsible for the delivery of basic and non-formal education at provincial level to make quantifiable improvements in teaching and learning process.

Component 3: Addressing the needs of excluded population groups in 5 urban and suburban areas.

**Type of services provided**

a) Support for the development and implementation of new educational strategies and policies for teaching and learning to meet the national basic education and non formal education targets agreed at national and provincial level, together with

b) Precise and measurable targets integrated into the basic education curricula (new curricula where appropriate) at all grades and for non-formal education.

c) Support for development of new national standards of teaching at different levels within the profession, to improve learning achievements of children and adults.

d) Implementation of high quality in-service and pre-service teacher training based on agreed national standards and development of specific programmes aimed at upgrading educational content, to be disseminated to all Provincial Education Directorates.

e) Implementation of a new quality assurance system at all levels to monitor and evaluate the reform of basic education and non-formal education teaching and learning in line with the agreed standards.

f) Implementation of improved management systems to support the teaching and learning process within the priorities of the eight year basic education reform process and non-formal education.
<table>
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<tr>
<th>Name of legal entity</th>
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**Detailed description of project**

The ultimate aim of TQI is to improve the quality of learning through a comprehensive programme for the upgrading of teacher qualifications, including systemic and institutional changes, which will ensure sustainable and lasting impact. The overall thrust of the TQI Project is improvement in teaching quality through various means as described below, but with an emphasis, inter alia, on teacher education, teaching and physical standards-setting and enforcement; systemic and institutional changes and substantial upgrading of the physical and human resource infrastructure.

The project has four interdependent and mutually supportive components, which are central to the operational strategy for improving the education sector:

i. Improving teacher quality through organisational development and capacity building. The overall objective is to establish an integrated secondary teacher training system on the basis of the existing government and non-government teaching institutions:

ii. Improving teacher training facilities. Improving teacher training infrastructure, including establishment of new teacher training institutions.

iii. Strengthening in-service and pre-service teacher training. The overall objective of this component at the institutional level is recruitment of teacher trainers, the training and certification of teachers and the improvement of teaching and learning standards.

iv. Increasing equitable access and improving community involvement. The overall objective is the improvement of access to educational opportunities for underserved and disadvantaged groups, including females, the disabled and ethnic minorities.
**Ref. no:** 80.4624.01 | **Project title:** Technical Assistance for the Project: Support to Social Development

<table>
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**Detailed description of project**

The overall objective of the project of which this contract will be a part is as follows: To contribute to poverty reduction and socio-economic development through activities supporting employment creation and income generation for the poor. This will contribute to stronger economic and social cohesion.

The purpose of this contract is to support SFD, both at Headquarters and regional level, with the implementation of the program. The consultant will ensure that the program will be properly designed, structured and implemented.

**Type of services provided**

The expected results to be achieved by the consultant are as follows:

- Supervision, management of Works (related Services) and Grant contracts and payments, implementation of foreseen activities, reporting and preparation of work plans – program estimates- are properly managed by SFD’s Project Coordination Team (PCT) and SFD’s Regional Offices (ROs) Project Implementation Units (PIUs), following in all cases EU rules, norms and guides;
- Design and establish an internal quality control and monitoring system;
- An impact assessment system is created in order to measure the impact of activities on target groups; if necessary a baseline study should be conducted;
- The necessary capacity building is provided to SFD, both at Headquarter and regional level;
- The capacity of the local stakeholders (NGOs, CDAs, municipalities, and community leaders) to define and prioritise on deficiencies in living conditions, health, education and economic and community development applying the Participatory Rapid Appraisal methodology (PRA) is improved;
- The capacity of local stakeholders’ and ROs to propose solutions on agreed deficiencies and researching for innovative and replicable solutions is improved;
- Ensure visibility of the program.
Ref. no: 80.3063.01  Project title: Modernisation of Vocational and Technical Education

<table>
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**Detailed description of project**

The MVTET Programme is to strengthen the capacity of Turkish authorities in the organisation and delivery of a modern and efficient system of teacher training, closely related to the needs of reform in the field of technical and vocational education. This programme will be directly complementary to the ongoing EC funded Strengthening of VET Programme on Vocational training reform. The immediate objectives of the programme are:

- Development and implementation of new, transparent national standards for teaching, based on comprehensive labor market analysis
- Development and delivery of high quality pre-service and in-service vocational teacher training
- Implementation of approx. 20 regional networks to offer technical and vocational education and VET teacher training facilities
- Development of ‘White Paper’ for mid-term strategy for HR development for VET TT system- Capacity Building for the Ministry of Education

**Type of services provided**

Grontmij | Carl Bro procurement expert is responsible for monitoring the process of supplying the equipment to both the faculties of VET and in-service TT centres of the Ministry of National Education, starting from identification of the needs, preparation of technical specifications and delivery. CB will furthermore supply a number of short-term experts depending of the needs, within such areas as Institutional Development, Human Resources Development, Project Cycle Management, Tender Preparation, floating and evaluation, Contract Management, Curriculum Development and Competency Based Standards.
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**Detailed description of project**

The National capacity development project has been designed to focus on core NRE institutions in order to:

- Strengthen the capacity of four natural resource ministries to integrate environmental concerns into their policy, mandates, strategies and operations (MAFF, MIME, MOWRAM, MLMUPC)
- Strengthen the capacity of MOE to coordinate environmental activities
- Strengthen the capacity of CDC to coordinate and screen NRE aid projects.

The strategic approach taken in order to achieve the above is:

- Provide training and related capacity development for human resources in the six target institutions covering around 30 counterpart staff with a total of minimum 850 person months over a five year period
- Provide enhanced capacity in the six target institutions through provision of guidelines (policy and strategy), manuals (operations), studies and research, monitoring equipment, laboratory equipment, data and information management equipment, funds for piloting cleaner technology, funds for awareness campaigns and information dissemination, and operating funds for project offices.
- Provide technical support for developing systems and procedures to improve service delivery in the following thematic areas: (a) monitoring and reporting on state of the environment and natural resources; (b) planning sustainable management of natural resources; (c) industry inspection, industrial pollution monitoring and control, and industrial zoning; (d) water quality monitoring and water resource data management; and (e) land use planning at regional, provincial and local levels.

**Type of services provided**

1. Human resources development for all full-time and part-time counterpart staff through: (a) on-the-job training; (b) formal training; (c) workshops; (d) study tours; and (e) fellowships based on a training needs assessment and a training plan.

2. Institutional development in four natural resource ministries, one environment ministry and one aid and investment institution through: (a) support to policy and strategy formulation; (b) support to organisational reviews and restructuring; (c) support to establishment of improved systems and procedures; and (d) support to inter-ministerial and intra-ministerial coordination and cooperation.

3. Enhanced environment and natural resources service delivery systems through the adoption of six cross-cutting environment and natural resources themes as the foci for the capacity development project, namely: (a) improved monitoring and reporting of the state of the environment and natural resources; (b) improved industrial inspection, pollution monitoring and industrial zoning; (c) adoption of sustainable natural resources development planning systems; (d) improved water resources monitoring and management; (e) improved systems for land use planning for regions, provinces and communes; and (f) improved aid coordination and monitoring in the NRE sectors.
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<td>2 / 2001 - 12 / 2007</td>
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</tbody>
</table>

### Detailed description of project

The Sanitation Sub-component targets Dalat City and Da Lat's problems in terms of unsanitary conditions and occurrence of waterborne diseases, which are caused by insufficient or non-existing sanitary drainage and by limited knowledge of the relations between health and hygiene.

The poor segments of the population, which is estimated to be 10-12,000 people, will be supported through an affordable tariff structure, which ensures them access to water and sanitation.

The consultancy service is divided into 3 programmes:

1. Design and Construction Supervision
2. Institutional Development
3. Education and Communication

**Institutional Development.**
- The team of short-term consultants to meet with the nominated counterparts and sub-component management.
- Team building interventions to be established during the first month in form of social activities, thorough discussion of the objectives and targets, assumptions and risks, and the setting for the programme.
- Revision of activity plan in accordance with the recommendations of the SMU and the team.
- A new structure for a wastewater unit in LDWSC
- Identify and Employ Staff,
- Prepare the long term activity plan for the Institutional programme. This will include activity schedule, staffing, revised budget, monitoring mechanisms and Quality Assurance activities.
- Institutional Development: Systems Intervention Strategy (SIS) approach
- Develop Training programmes/On-the-Job Training
- Seminars and Working Groups
- Training Courses

Institutional analysis and development programme for the Dalat RWC and the involved organisations incl. identification of staffing needs, management structure, organisational set-up. Organisation of training courses & on the job training programmes.

Establishment of Financial and Management Information Systems.
Implementation of a block tariff structure for wastewater collection.
Training of management and staff. Implementation of operation and maintenance procedures. Institutional support to UMESC including:

Establishment of the Sewerage, sewage treatment and on-site sanitation units under LDWSC
<p>| - Study Tours and Cross Visits  |
| - Operation and Maintenance Manuals and Spare Part Systems  |
| - Financial Information System  |
| - Proper Tariff structure  |</p>
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</table>

**Detailed description of project**

The objective of the Organisational Change Management (OCM) course arranged by Danida Fellowship Centre (DFC) is an enhanced ability of the participants to initiate and manage change towards greater organisational effectiveness in their home organisation. The course is designed for managers of organisations and departments, as well as for staff assigned a key role in planned organisational change processes.

The course is designed to support Danida funded project and it is for wide range of professions working within sectors such as Health, Environment, Transport and Education. The participants come from Vietnam, Nepal, Thailand, Bangladesh, Uganda, Ghana, Kenya, Mozambique and Zambia.

**Type of services provided**

The eight-week course consists of four main blocks:

- Four and a half weeks theoretical and practical training in organisational change related subjects;
- Four days study tour to Danish organisations that have undergone change;
- One and a half week individual implementation assignments;
- Four day introduction course to Denmark and Danish culture.

The theoretical training consists of 10 main modules:

- Module 1 Organisations - Mission and Goal
- Module 2 Organisation Analysis I - Internal and External
- Module 3 Organisation Analysis II - LFA
- Module 4 Change Strategies
- Module 5 Implementing Change I - Coaching
- Module 6 Implementing Change II - LEAN
- Module 7 Implementing Change III - An overview
- Module 8 Culture and Leadership
- Module 9 Managing Change - Process Management
- Module 10 Managing Change II - Monitoring the Change Process
<table>
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The eight-week course contains of four main blocks:
- Four and a half weeks theoretical and practical training in organisational change related subjects;
- Two weeks practice placement and study tours to Danish organisations that have undergone change;
- One and a half week individual assignments;
- Four day introduction course to Denmark and Danish culture

The theoretical training consist of 10 main modules:

Module 1  Mission and Goals for Change Processes
Module 2  Analysis – internal and external
Module 3  Management Tools for Programme and Project Based Changes (LFA)
Module 4  Alternative Strategies for Change Management
Module 5  Reorganising for Change
Module 6  Approaches for Operational Change
Module 7  Indicators for Change Management
Module 8  Culture and Leadership
Module 9  Managing the Change Process
Module 10 Monitoring and Evaluation of Change Processes
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**Detailed description of project**

The objective of the Organisational Change Management (OCM) course arranged by Danida Fellowship Centre (DFC) is an enhanced ability of the participants to initiate and manage change towards greater organisational effectiveness in their home organisation. The course is designed for managers of organisations and departments, as well as for staff assigned a key role in planned organisational change processes. The course is designed to support Danida funded project and it is for wide range of professions working within sectors such as Health, Environment, Transport and Education. The participant comes from Vietnam, Nepal, Thailand, Bangladesh, Uganda, Ghana and Zambia.

**Type of services provided**

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- Module 4  Alternative Strategies for Change Management
- Module 5  Reorganising for Change
- Module 6  Approaches for Operational Change
- Module 7  Indicators for Change Management
- Module 8  Change Management Cultures
- Module 9  Managing the Change Process
- Module 10  Monitoring and Evaluation of Change Processes
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<td>1 / 2008 3 / 2009</td>
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</table>

**Detailed description of project**

The target group of the courses is academics employed in Danish small and medium sized enterprises. The courses aim to equip the participants with strategies and skills for carrying out innovation projects in their respective companies. Participants receive training in the following subjects:

- Academics in small and medium sized enterprises: this includes strategies and tools for carrying out projects in small organisations and facilitating cooperation between the companies’ employees and management
- Innovation in small and medium sized enterprises: this includes strategies and tools for creative processes, project design, project implementation and monitoring as well as individual action plan development
- Use of external resources in innovation projects: this includes strategies and tools for engaging external stakeholders in innovation projects

In addition to training in these subjects the programme includes a networking component facilitating exchange of best practices and experiences with innovation in SMEs, as well as mentoring component giving course participants guidance from experienced innovation managers to support their projects.

**Type of services provided**

The services comprise development and implementation of 3 training courses involving 13-17 participants at each course. The programme consists of 5 days training combined with home assignments in the participants’ companies as well as follow up networking events.

Grontmij | Carl Bro provides experts and training in the fields of organisational dynamics, innovation project design, creativity, project prioritization and management as well as networking and mentoring.