

To whom it may concern

Date: 12-06-2023

Request for Tender

Institutional Review of 2020-2023 Strategy implementation

Dear Sir/Madam,

IMS is inviting interested bidders to offer its services to complete the assignment described in this Request for Tender (RFT). Please note the information on Tender Format and Selection Criteria below.

Please submit your tender clearly marked with:

“RFT IMS-03965” by registered e-mail to: procurement@mediasupport.org

The deadline for receipt of your tender is: 4PM Copenhagen time zone, July 07, 2023.

Tenders received after the deadline **will** be rejected.

If you do not receive a confirmation from IMS, please contact IMS for verification of receipt.

Your tender shall be composed of a technical proposal and a financial proposal as per the following instructions and in accordance with the requirements specified in this Request for Tender:

1. Technical proposal, containing:
 - List and CV:s of suggested team members
 - Proposed Method of work
 - References
2. Financial proposal, containing:
 - Total fees for performing the assignment.

Your tender should be valid for no less than 30 days from the deadline for receipt of the tenders. IMS will strive to notify all bidders of the outcome of their tenders by July 19, 2023.

The Contract will be awarded to the Bidder offering the best value for money with reference to the selection criteria.

By participating in this tender, the Bidder accepts IMS general conditions for Contracts (Annex I).

IMS reserves the right to reject a bid, if it without reasonable doubt, determines that the Bidder has engaged in corrupt, fraudulent, collusive, or coercive practices.

All enquires and questions should be addressed to procurement@mediasupport.org.

Yours sincerely,

Thora Gehl, Head of Gender, Organisational Learning & Development unit

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Request for Tender

1. Introduction

In 2020 IMS adopted a 4-year strategy featuring a revised Theory of Change (ToC), that established three strategic priorities for 2020-2023:

1. Enhance the quality and inclusivity of public interest content and the viability of media producing and distributing this content – with the aim of producing content that audiences trust, and civic/civil organisations use. (Outcome Area 1 of the Theory of Change)
2. Create conditions that encourage the viable production, distribution, and consumption of inclusive interest content through focus on the enabling environments – subdivided into:
 - *Safety, protection and impunity* with the aim of furthering local safety mechanisms that protect media workers of all genders and mitigate the risks they face and address impunity (Outcome Area 2), and
 - *Policy and Law* with the aim of advancing laws and policies in line with international human rights standards; address information and hate speech, and; Resist restrictions on human rights. (Outcome Area 3)
3. Undertake the organisational development necessary for IMS to implement the strategy – focusing on strategic and organisational development of IMS and the sources of financing.

The strategy highlights the focus of IMS of working in partnerships and seeking to build partners' capacity, and on collaboration and facilitation of alliances and coalitions. Furthermore, gender equality and digital freedoms are identified as cross-cutting elements integral to all outcome areas in the Theory of Change.

As per the agreements with Sida and the Norwegian Ministry of Foreign Affairs, IMS shall have a review carried out towards the end of the strategy with a view to progress achieved, and recommendations for the future programming period (2024-2028).

In the following, an organization taking part in this tender is referred to as a "Bidder". The successful winning bidder is referred to as "Supplier". The Request for Tender (hereinafter "RFT") contain compulsory requirements, which are designated by the term "must" in bold type. In order for a tender to be eligible for the award of the Contract, these compulsory requirements have to be fulfilled. The RFT also contain non-compulsory conditions, which are so designated by the term "should" in bold type. Such criteria are to evaluate and compare bids, in order to determine the most economically advantageous tender.

2. Objectives

The objective of the review is to assess, among key stakeholders, the impact, relevance and coherence of IMS' 2020-2023 strategy and the strategy implementation across different operational contexts and to provide recommendations for IMS to continue to be strategically relevant and fit for future challenges.

To fulfil these objectives, IMS intends to enter a Contract with one (1) Supplier that comply with the requirements stated in this RFT. Eligible bidders may be companies or consortia of individual consultants, or a combination of both.

The scope of work and time-period of the Contract are described in Sections 3-4 below.

3. Scope of Work

The focus of the review is IMS' institutional strategy and its implementation at global level. To be able to assess that, and provide recommendations for the next strategy period, the evaluators shall do in-depth assessments and interviews with IMS staff and partners in four different country programmes – selected to broadly represent IMS' work, different types of contexts and the four programme departments of IMS. The suggested programs for in-depth assessments are: Pakistan, Moldova, Palestine and Somalia.

For each of the four selected programmes the review team shall assess IMS' strategy implementation focusing on the period 2020-2022 including;

- a) *Results achieved* and (potential) *impact* of strategy implementation for the targeted groups and partners in each context.
- b) *Relevance* of the three strategic outcome areas, the cross-cutting focus on gender equality and digital freedom, and the programme design applied to address the challenges faced by the local media sector and civic groups'; for them to further human rights, accountability and positive social, political and cultural changes;
- c) Stakeholders' perception of *coherence* of the interventions and IMS' ability to undertake adaptive management in view of contextual needs and actions of other international and local actors.
- d) the *effectiveness* of programme interventions to meet programme objectives, and
- e) considerations on the a) contributions of the programmes to build local ownership and facilitate broad partnerships and b) the *added value* provided by IMS as a global actor in engagement with local partners (including work to further alliance-building, local-global collaboration) etc.

At the overall institutional level, and with a view to findings in the four country programmes, the review team shall

- f) assess *coherence* and *relevance* of IMS' strategic outcome areas and cross-cutting priority areas with a view to the stated vision and mission and contexts of operation,
- g) based on global stakeholders' views, reflect on IMS relevance as a global actor in its field
- h) provide recommendations as to how IMS going forward – in a cost-efficient way – can monitor the impact of growth and costs in relation to the collaborative approach and outcomes of inventions,
- i) taking point of departure in IMS' particular characteristics and strengths and input from partners assess IMS' current practice and approach within the targeted programmes to localised and transformative development and discuss how IMS' in its future strategy can further develop its approach and set-up, to back local led and transformative public interest media development that can be sustained over time.
- j) Based on findings provide recommendations for IMS' to be strategically relevant and fit for future challenges in the next global strategy period.

Further details on the scope of work are provided in the Terms of Reference (Annex II).

4. Timing and Duration of the Contract

IMS aims at concluding the tender process by July 19, 2023 and enter into a contract within a week from that date. The assignment is expected to start on Sept 1 and will remain in force until December 1, 2023.

The contract may be subject to prolongation, if deemed necessary to fulfil the objectives of the assignment. IMS and the Supplier will negotiate the conditions of any such prolongation.

5. Method of Work and Approach (maximum 25 points)

The bidder **should** propose a method of work and time plan for executing the assignment described in the attached Terms of Reference (Annex II). IMS will assess:

- understanding of the requirements as defined in the Terms of Reference.
- appropriateness and feasibility of the proposed approach and methodology.
- appropriateness of suggested timeline.

A total maximum score of 25 points will be allocated to the method of work. The scoring scale is provided in Annex III.

6. Staffing (maximum 30 points)

The bidder **must** provide at least two consultants with relevant experience who safeguard the fulfilment of the objective and scope of the assignment as defined in the terms of Reference (Annex II). Team diversity will be rewarded with an extra scoring of total 2 points.

The bidder shall include the CVs of the proposed staffing in accordance with the requirements above. Each CV must include the following:

- The person's first name and surname,
- education,
- professional experience, and
- language skills.

Upon the request of IMS, the bidder shall be able to prove its compliance with any of the requirements listed in this paragraph through references, referees, copies of previous assignments, certificates of performance, or equivalent.

A total maximum score of 30 points will be allocated to staffing. The scoring scale is provided in Annex IV.

7. Previous experiences (maximum 20 points)

The bidder **should** submit at least five references of completed assignments of the types described in this RFT, meeting the following minimum criteria:

- Conducted according to OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions, or the equivalent previous version of the guidance.

For each reference, the following information **must** be submitted:

- Client
- Time period
- Type of engagement
- Name of donor

A total maximum score of 20 points will be allocated to previous experiences. The scoring scale is provided in Annex III.

8. Reporting

All reports under this Contract are to be written in English.

9. Financial proposal – lumpsum fee

The tender shall contain a financial proposal with a lump sum fee (incl. VAT) for performing the assignment described in this RFT.

Travel costs required to perform the assignments are to be included in the lumpsum fee. IMS will not reimburse any expenditures except the agreed lumpsum.

IMS shall under **no circumstances** be responsible for any payments of social charges, personal income taxes, value added taxes (VAT), and other statutory contributions which may be imposed on the Supplier in relation to this Contract.

10. Conflict of Interest

IMS defines a conflict of interest as a situation where a person involved with IMS or acting on behalf of IMS has a direct or indirect personal, financial, or business interest in a decision or action by IMS. Any existing or potential conflicts of interest concerning this RFT must be brought to the attention of IMS. IMS reserves the right to exclude a bid that is subject to a conflict of interest.

11. Selection criteria and evaluation method

IMS will apply a combined weighted average scoring method for evaluating the tenders. The maximum score for the technical proposal is 75 points. The scoring method is provided in Annex III.

The maximum score of 25 points for the financial proposal will be awarded the lowest priced tender. The financial proposals will be scored in proportion to the lowest price, as follows:

Score for price proposal X = lowest price proposal * maximum score / price of proposal X.

The selection criteria are as follows:

Award criteria	Weight	Score
Technical criteria	75%	75
Bidder's capacity (20 points)		
<ul style="list-style-type: none"> Documented experience of conducting evaluations of development aid programmes/projects following OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions, or the equivalent previous version of the guidance. 		4
<ul style="list-style-type: none"> Documented experience of having conducted at least three evaluations, within the last six years, of programmes/projects funded by any of the following donors: Norwegian Ministry of Foreign Affairs (NMFA); Sida; Ministry of Foreign Affairs of Denmark – Danida; the European Commission (EC) - <i>The Neighbourhood, Development and International Cooperation Instrument</i>, or its equivalent predecessor. 		3
<ul style="list-style-type: none"> Documented thematic experience within the field of media development and support. The experience can be, but not limited to, having conducted relevant evaluations and studies, compiled reports, 		7

papers and/or other academic or non-academic studies relating to media development and support.		
• Documented experience in using various methodologies and tools for gender sensitive MEL.		2
• Documented thematic experience of the localisation agenda, and the concept of decolonising aid.		2
• Documented experience from IMS programme countries.		1
• Ability to present written and oral information in English.		1
A. Team members (30 points)		
• Team Leader (14 points):		
○ Minimum Master of Arts degree in any of the following subjects: social sciences, journalism, law, economics, international relations, or equivalent.		2
○ Minimum 10 years of documented experience of conducting evaluations of development aid programmes/projects following <i>OECD/DAC (2019) Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions</i> , and the equivalent previous version of the guidance.		3
○ Documented thematic experience of media development and support; The experience can be, but not limited to, experience from work in the field of media development and support and/or with international platforms and networks engaged with media development and support; having conducted relevant evaluations and studies; or equivalent.		3
○ Documented experience in using various methodologies and tools for gender sensitive MEL.		1
○ Documented thematic experience in the localisation agenda, and the concept of decolonising aid, is considered an asset.		1
○ Experience from working in an IMS programme country is considered an asset.		1
○ Documented experience of conducting evaluations of programmes/projects funded by any of the following donors: NMFA, Sida, Danida, and/or the EC.		1
○ Fluency in English.		1
○ Language skills from any of IMS programme countries is considered an asset.		1
• Consultant(s) (14 points):		
○ Minimum Bachelor of Arts degree in any of the following subjects: social sciences, journalism, law, economics, international relations, or equivalent.		2
○ Documented thematic experience of media development and support.		3
○ Documented thematic experience of work on safety of journalists, freedom of expression or related incl. advocacy and/or coalition building.		3
○ Knowledge and experience in applying a gender perspective to media work and/or gender sensitive MEL, an asset.		2
○ Documented thematic experience of the localisation agenda, and the concept of decolonising aid, is considered an asset.		1

<ul style="list-style-type: none"> ○ Experience from working in an IMS programme country is considered an asset. ○ Fluency in English. ○ Language skills from any of IMS programme countries is considered an asset. • Team diversity (2 points): <ul style="list-style-type: none"> ○ team is gender balanced. ○ team has representation from any of the regions where IMS operates. 		1
		1
		1
		1
B. Proposed methodology and approach (25 points) <ul style="list-style-type: none"> ○ Understanding of the requirements as defined in the Terms of Reference. ○ Appropriateness and feasibility of the proposed approach and methodology. ○ Appropriateness of suggested time-line. 		10
		10
		5
C. Price	25%	25
TOTAL		100

12. Submission and format of tender

The tender shall be submitted to IMS electronically to procurement@mediasupport.org in any of the following formats: .docx, .pdf, .ppx, marked with **“RFT IMS-03695”**.

The tender shall be composed of the following parts:

1. Technical proposal, containing:
 - List and CV:s of suggested team members
 - Proposed Method of work
 - References
2. Financial proposal, containing:
 - Lump sum (including VAT) for carrying out the assignment

13. Ownership and Intellectual Property

Where the winning bidder's proposal leads to a Contract between IMS and the Supplier, it is a requirement, that IMS acquire all rights and sole property to any material produced under such a Contract.

14. Confidentiality

IMS acquires and retains the ownership of all tenders received. IMS will maintain the confidentiality of prices, terms and conditions of all tenders received.

15. Exclusion grounds

IMS reserves the right to exclude bids that are:

- Subject to a conflict of interest as defined in §10;

- Based on a misrepresentation of information required by IMS as a condition to participate in the contract or failure to supply this information;
- Submitted by bidders that are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- Submitted by bidders that are convicted of an offence concerning their professional conduct by a judgment, which has the force of res judicata;
- Submitted by bidders that are guilty of grave professional misconduct proven by any means, which IMS can justify.

16. Processing of personal data

IMS will process the personal data included in tender documents and communications received from bidders.

17. Attachments

- Service Contract – special and general conditions (Annex I)
- Terms of Reference (Annex II)
- Tender evaluation method (Annex III)