



*Content of the TOR*

Standards in writing of TOR can vary between organisations. To be as clear and precise as possible, the TOR should include the sections/information shown in the table below. This structure is most useful for review or preparation of TOR for consultancy services for development projects. However, the structure can also be used for more simple services, e.g. service contracts for maintenance of equipment etc.

<b>Section</b>	<b>Content guidelines</b>	<b>Purpose</b>
Background	Briefly describe the national context in which this specific consultancy will operate, e.g. the sector concerned and its major characteristics, the country's plan or strategy for the sector, prior or ongoing assistance within the sector, socio-economic context and the institutional and organisational framework (responsible counterpart and other stakeholders involved) for the consultancy.	Sufficient information for someone not familiar with the context to be able to form a clear picture of the setting for the consultancy.
Justification for consultancy	Include a description of the problem to be addressed (the present situation), the expected situation at the end of the consultancy, target beneficiaries and reasons for the donor's assistance (relation to donor's policies and involvement in the sector).	To explain the reasons for undertaking the assignment and why it is designed the way it is.
Development objective	Preferably formulated to include time, place and quantity. Serves to check on the economic, political and social relevance of the immediate objective, and helps to clarify the concept of the consultancy, for example: 1) Consolidation of the democratic process in XX country, in particular strengthening of human rights and related legislative reforms within the next two years. 2) Quantifiable greenhouse gas emission reduction and conservation of forest resources in YY country within the next five years.	Represents the overall development goal at sub-sector or sector level to which the consultancy is contributing. The consultancy itself cannot achieve the development objective.
Immediate objective(s)	<ul style="list-style-type: none"> <li>Express future situations and not activities or processes leading to</li> </ul>	To state what the consultancy itself is

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	<p>the objective.</p> <ul style="list-style-type: none"> <li>• Preferably be SMART (Specific, Measurable, Accurate, Realistic, Time-bound) indicating time (when), location (where), quantity (numbers), quality and target group (who). For example: By the end of 2003, 75% of the dental personnel in xx (city/country) are capable to inform patients in prevention methods related to HIV/AIDS.</li> <li>2) In order to enable the government of xx country to formulate a policy on renewable energy, the various renewable energy resources have been assessed and recommendations made on sustainable energy options.</li> </ul>	<p>designed to achieve and for whom, and the situation that is expected to prevail at the end of the consultancy or shortly thereafter when activities have been successfully completed.</p>
Outputs	<ul style="list-style-type: none"> <li>• Support every immediate objective by at least one output.</li> <li>• Ensure all outputs necessary for the achievement of the immediate objective are described.</li> <li>• If possible, describe outputs in time, location, quality, quantity (when, where, of what quality, how much).</li> <li>• An output is stated as an end result and can be for example:</li> </ul>	<p>The results that can be guaranteed by the consultancy as a consequence of its activities and which are necessary in order to accomplish the immediate objective(s).</p>
	<b>Output types</b>	<b>Examples</b>
	Report	Feasibility study report for the division of power on the possible development of sustainable off-grid rural electrification systems in remote and isolated areas of YY country within a period of zz years, including analysis of socioeconomic aspects, detailed load forecasting of the potential sites and assessment of currently available local and international technologies.
	Project document	Preparation of a full-fledged project document including proposals for <ul style="list-style-type: none"> <li>a) amendments to the draft legislation for a National Human Rights Centre</li> <li>b) an organisational structure for the Centre</li> <li>c) staffing requirements of the Centre and</li> <li>d) strategy for an IT system in support on the Centre's database on human rights, web site and the Centre's</li> </ul>

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		financial and administrative management-system.
	Training	Workshop or training course on xx (topic) carried out for xx number of persons.
	Needs assessment	Assessment of training needs in xx (topic) for employees in yy ministry
	Cooperation	Cooperation established with xx country's general AIDS programme and other authorities dealing with HIV/AIDS.
Activities	<ul style="list-style-type: none"> <li>• Describe activities typically starting with a verb (to assess, to identify, to prepare, to conduct, to review etc.).</li> <li>• Normally start with the following sentence: "Activities include but are not necessarily limited to the following tasks".</li> <li>• Based on technical experience, Suppliers add other relevant activities to achieve the objectives.</li> </ul>	Necessary tasks to be carried out to achieve the objectives.
Inputs	Could be divided into contribution from the beneficiary and Supplier's input as shown in the table below.	The "raw material" necessary to produce the intended outputs.
	<b>Contribution from</b>	<b>Includes</b>
	Beneficiary	All resources and support the recipient government/institution and local authorities/agencies can provide to the Supplier free of charge (e.g. personnel available to assist the Supplier, office facilities, equipment, local transportation, workshop facilities as well as background information/information material).
	Supplier	All international and national experts part of the Suppliers team (described by areas of specialisation, previous experience, language requirements etc. If possible, state the expected total number of working days/ weeks required for each team member including time for preparation, mobilisation, and reporting in home office). Other inputs that could be required from the Supplier such as maps, pictures, workshop facilitation, training material, etc.

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Timing	State the proposed timing of the mission(s) as well as the total consultancy duration.	
Reporting	<p>List the reports and time wanted            Include requirements such as contents, number of copies, language, who should receive the reports and whether they should be submitted electronically, in hard copy, or both. Some useful reports are:</p> <ul style="list-style-type: none"> <li>• Inception Report</li> <li>• Mission Reports (if any)</li> <li>• Technical Reports</li> <li>• Draft Final Report</li> <li>• Final Report</li> <li>• Training material (if training is on the list of activities)</li> <li>• Presentation material (if any)</li> <li>• Workshop /training evaluation report (if any).</li> </ul>	