



European  
Union  
Framework  
Contracts

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**NIRAS Development Consulting**



# Working with EU Framework Contracts

**N**IRAS has been managing EU Framework Contracts (FWC) for close to 20 years, implementing more than 300 short-term assignments worth over €30 million in more than 100 countries. We apply integrated and innovative approaches in our work with the aim of achieving a higher level of stable human development, equitable economic and social empowerment, and inclusive, well-governed and climate-smart societies of the future.

## What are the EU Framework Contracts?

The EU's Directorate-General for International Cooperation and Development uses the FWC as a procurement tool for service contracts to facilitate the implementation of EU external aid to third countries. FWCs support the European Commission and decentralised authorities in their efforts to achieve the 17 SDGs. The FWC sets out the terms under which specific contracts can be awarded during the project's lifecycle and allows the EU to mobilise expertise at short notice. Such expertise may be required at any stage of the project cycle and may cover any sector(s) within a technical lot.

The 'Framework Contract for Services for the Implementation of External Aid 2018' (FWC SIEA 2018) is divided into six 'lots' covering different technical sectors. Groups of contractors form competing consortia to deliver services for each lot with one firm as the designated lead, coordinating proposals once the contracting process has begun.

## NIRAS and the FWC SIEA 2018

NIRAS is part of five out of the six awarded lots in the FWC SIEA 2018. NIRAS leads Lot 1 (Sustainable Management of Natural Resources and Resilience) and Lot 3 (Human rights, Democracy and Peace) and we are an active member of the consortia for: Lot 2 (Infrastructure, Sustainable Growth and Jobs), Lot 4: (Human Development and Safety Net), and Lot 6 (Innovative Financing for Development).

"As recognised by the SDGs, building sustainable future societies requires integrated holistic solutions and cross-sector collaborative approaches."

While in the past FWC were limited to assignments under €300,000, FWC SIEA 2018 raises the maximum amount for a specific contract to €999,999. NIRAS has made all necessary preparations to handle contracts of such magnitude: as an expert organisation in implementation of large-long-term assignments, NIRAS is well positioned to respond to large FWC contracts with the same efficiency as smaller ones in the past.



## **NIRAS: a Catalyst for Building Sustainable Societies around the World**

For almost half a century, NIRAS has stayed true to its core mission of contributing to a better, more equal, and stable world. We do this by designing, implementing, and managing projects and investments that facilitate economic development, enhance livelihoods, reduce inequality, improve education and health, give people a voice, and build environmental resilience. NIRAS strives to be the partner of choice for clients seeking to build future sustainable societies across the globe and the employer of choice for professionals with the know-how and passion as experts or project managers to help fulfil our mission.

NIRAS is a company with strong thematic in-house competence that reflects the integrated nature of all human development efforts. Integrated natural resource management, rural development, water, agribusiness, income generation, and food security have always been a core focus. Today, our expertise also covers climate change adaptation and mitigation as well as the green and circular economy. We promote renewable energy; land tenure security and administration; government reform; urban planning; private sector development; and engage in skills training, vocational education and employment generation. In all these areas, we provide broad thematic expertise as well as results-based project management of both short- and long-term investments.

NIRAS also implements large FWCs for Nordic clients as well as international training programmes and help desks, and we have become a frontrunner

in terms of gender mainstreaming and human rights.

Development aid disbursement modalities change, and, to stay relevant, we have established a dedicated Fund Management Unit, working across our offices as a service function for all NIRAS-managed funds. We currently manage an array of matching grant and challenge funds.

Together with our partner, Adalia, we have developed an efficient and transparent online fund management and monitoring and evaluation (M&E) system: SmartME ([www.smartme.global](http://www.smartme.global)).

## **How NIRAS works with EU Framework Contracts**

Since 2000, NIRAS experts have consistently implemented EU FWC assignments covering all stages of the project cycle, from formulations to technical assistance projects, and final evaluations. We have deployed more than 800 experts who have worked within agriculture, environment, human rights, peace and stabilisation, infrastructure, trade, and job creation, to name a few.

For this, NIRAS operates a specific Framework Unit with a dedicated team of over 40 employees, working in offices based in Colombia, Denmark, Finland, Germany, Philippines, Poland, Serbia, and Sweden, which enables us to have staff working on FWCs 24 hours a day. Our Technical Directors, who are specialised in all thematic areas covered by the FWCs, provide backstopping and support to ensure quality delivery and client satisfaction. The NIRAS approach is based on transparency and fairness towards clients, experts and partner companies. Together we take pride in the results we deliver.







## Added value: local presence, long-term partnerships

As part of the larger NIRAS Group - an international multidisciplinary consultancy firm - NIRAS Development Consulting is committed to building long-term partnerships. We establish permanent country offices and capabilities where we operate. We have been in some countries for already more than 40 years. The EU authorities that contract NIRAS through FWCs can tap into this in-depth understanding of a specific market.

Cooperating closely with our Country Offices or representatives in Benin, Cambodia, Colombia, Ethiopia, Kenya, Laos PDR, Mozambique, Myanmar, Nepal, Palestine, Philippines, Tanzania, Turkey, Uganda, Ukraine, Vietnam, and Zambia provides our clients with best value for money: even at short notice we can leverage our

local networks and currently ongoing projects and instantly offer competent technical and administrative backstopping.

Investing in Country Offices builds local capacity and knowledge, provides employment and contributes to sustainable development in the countries where we work. NIRAS is committed to creating and supporting long-lasting local capacity for more effective and efficient local development and we strive to include local expertise in all our projects. Being present in key development hubs and listening to our local clients' needs helps us grow our own capacity. Bringing practitioners from our Country offices together at regular intervals helps them learn from each other and share best practices across the organisation.



*NIRAS established an office in Dar es Salaam, Tanzania in 2004. The team comprises expertise in agricultural economics, socioeconomic research, ICT, business, and finance and has an extensive network of local consultants. Approximately 50 national and international experts are currently working on various projects across the country.*





# FWCs: fast-track access to first-class expertise

NIRAS's in-house and external experts have supported the EU in designing and budgeting future interventions funded by the EU Budget and the European Development Fund. Assisting EU delegations and other decentralised authorities to formulate, assess and review projects helps shape the future of the EU Development Cooperation and achieving its goals of reducing poverty, ensuring sustainable development, and promoting democracy, peace and security.

NIRAS helped design food security and nutrition interventions in Chad, beef industry development interventions in Uganda and food safety and horticulture programmes in Surinam. These efforts will have a direct impact on reducing poverty and improving livelihoods, especially for the rural poor. The following samples illustrate the type of FWC assignment that our experts carry out diligently after fastest possible mobilisation all over the globe for the EU.



*NIRAS' solutions address the major societal challenges of our time and directly contribute to the UN's 17 SDGs.*

Learn how we work with the SDGs. You can follow on our website: [www.niras.com/development-consulting/publications](http://www.niras.com/development-consulting/publications)



## Contributing visibly to the Sustainable Development Goals

The general public expects tangible results: we understand our client's communication needs and help make these results visible. All NIRAS project results reporting is linked to their contributions to one or several of the SDGs. Through NIRAS, our clients can systematically monitor, assess and report the achievements of their investments. NIRAS FWC assignments help establish the necessary systems and enable their capable management.

Through the more than 2,000 projects that the NIRAS group experts help implement in well over 100 countries on an annual basis, we contribute to the SDGs and support each partner countries' Agenda 2030. In every sector and assignment we ask ourselves if we can introduce new services where we – together with our partners and clients – can contribute positively to this global development agenda.





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## Mid-Term Review of Water Tower Protection and Climate Change Mitigation and Adaptation (WaTER) Programme (KE/FED/024-208) in Kenya, 2018



Embobut forest contains a major drainage basin, referred to locally as a "water tower".



Illegal logging in Cherangani ecosystem (source: KEFRI, 2017).



Sengwer community demonstration (source: Environews, 2018).

Conservation and sustainable management of forests has a direct bearing on the protection of water towers, climate change mitigation, and adaptation, and thus is a critical concern for the Government of Kenya. Reflecting this, Kenya's Constitution mandates the State to achieve and maintain a tree cover of more than 10% of Kenya's land area, while water towers protection is a flagship project under the countries' Vision 2030. A Water Towers Agency was established to oversee the protection of water towers while a Climate Change Directorate is spearheading climate change mitigation and adaptation.

The review provided recommendations on how to enhance ecosystem management and stakeholder participation for improved community livelihood and human rights in the Embobut forest.

The Water Tower Protection and Climate Change Adaptation (WaTER) Programme was launched in September 2014. The objective of the mid-term review that NIRAS carried out was to provide the Government and the EU with a reliable assessment of overall programme performance. Specific emphasis was placed on strengthening the human rights aspects of WaTER because of complex land conflicts and indigenous peoples' rights.

To that end, an in-depth analysis assessed conflicts related to the indigenous Sengwer community in the Embobut Forest in order to develop a conflict resolution strategy.

This review also assessed the implication of the African Court on Human and People's Rights' ruling on the implementation process of the WaTER programme and made recommendations to reorient/adapt the programme, including the components to support the Kenya Forest Service and Kenya Forestry Research Institute, analysis of unintended negative human rights impact, and recommendations on mitigation measures.

### Services

- Assess and present general performance as well as problems and weaknesses of WaTER programme;
- Identify key success factors, lessons learned, areas to strengthen or improve on the various components of the programme;
- Analyze the unintended negative human rights impacts of the programme;
- Make practical recommendations for suitable remedial actions and mitigation measures.





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## Technical Assistance to the ACP Secretariat in the Framework of the Commodities Programme on Cocoa, Coconut and Roots/Tubers in Support of Smallholders from ACP States, 2017–ongoing

The African, Caribbean and Pacific (ACP) Group of States was created by the Georgetown Agreement in 1975. The group's main objectives are sustainable development and poverty reduction within its member states, as well as their greater integration into the world's economy. With the exception of Cuba, all member states are signatories to the Cotonou Agreement with the EU. The ACP Group Secretariat's monitors the implementation of the ACP-EU Partnership Agreement and implementation of the decisions of the ACP Group Summit of Heads of State and Government, the Council of Ministers, the Committee of Ambassadors and the ACP Parliamentary Assembly. The Secretariat provides technical and administrative support and services to the members and organs of the ACP Group.

Technical assistance aims to enhance the capacity of the ACP Secretariat to implement the "new approach" on supporting development of agricultural value chains.



Pacific Coconut value-added products.

The ACP-EU Commodities Programme aims to improve the competitiveness of small cocoa, coconut and root/tubers producers through intensification of production and regional market integration. In this FWC assignment, a NIRAS value-chain expert supported the ACP Secretariat in formulating a new approach to agricultural value-chain development that prioritizes four main support areas: finance; capacity-building; trade and investment; and climate-related risks.



Participants in the Pacific Coconut Value Chain Workshop.

The programme targets small producers, in particular youth and women, as well as other value-chain operators, with the aim of connecting them to markets and transforming ACP agriculture from subsistence farming to a modern sector. The value-chain expert provided technical assistance in:

- Supporting the development of agricultural value chains, and facilitating policy and technical analysis for value chains of particular interest to the ACP group;
- Improving coordination and building synergies among the components of the Commodities Programme on cocoa, coconut and roots/tubers; and
- Ensuring adequate communication and visibility of the Commodities Programme's activities.

### Services

- Strengthen the capacity of the ACP Secretariat to implement the new approach on supporting development of agricultural value chains;
- Improve the capacity of the ACP Secretariat to coordinate, monitor and follow-up the Commodities Programme;
- Enhance communication and visibility of interventions and achievements of the Commodities Programme.



Climate Risk Management Workshop in Kigali.



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## Technical Assistance to Participatory Regional Integration in the Andean Community (INPANDES) Project, 2016

The INPANDES project aimed to deep economic and social cohesion within the Andean Community through two areas of implementation: (1) regional interventions that consolidate participatory integration processes in the Andean Integration System (SAI); and (2) generation of decent work, income and social services for the communities served, improved employment conditions of the border populations, and enhanced territorial cohesion as a means to stimulate economic and social dynamics of border territories.

With technical assistance support, INPANDES managed to contract more than 90% of the assigned funding for grants and services contracts.

The specific objective of the technical assistance provided to the INPANDES project was to support the Implementation Unit in administrative management of contractual processes, particularly in the areas of services and grants. This involved:

- development, monitoring, approval and signing of contracts under these specific budget lines;
- reformulation and approval of the addendum to the programme budget for the full implementation, effective August 2015, including the results of the addendum to the financing agreement currently under approval by the European Commission;
- development and implementation of each of the activities envisaged in the financing agreement in order to achieve the objectives and results of INPANDES in line with defined goals and implementation deadlines.

### Services

- Support to the reformulation and redesign of grants applications as well as service contracts and tender dossiers;
- Backstopping the Contracting Authority during the tendering processes, contract negotiations and contract signatures.



Classification of Alpaca fibre in Cojata-Puno under INPANDES (Source: Comunidad Andina, Twitter).



Tree-planting project, Bolivia.



Woodworking in Andean region.



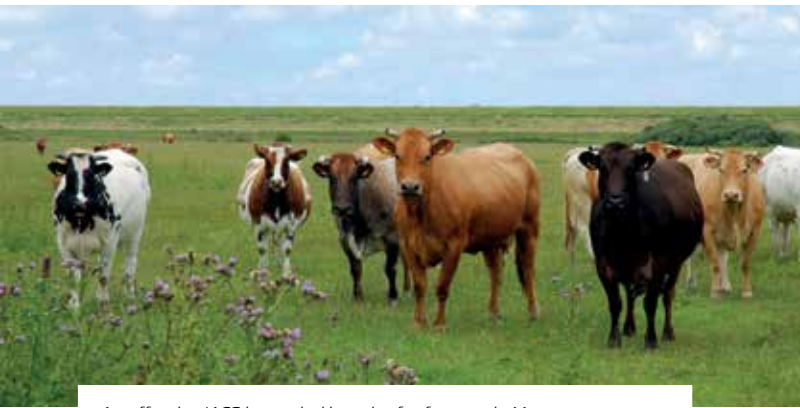


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## Technical Specifications for Software Components in View of Establishing an Integrated Administration and Control System in Montenegro, 2017-2018



*An effective IACS is needed in order for farmers in Montenegro to receive direct payments under the EU's Common Agricultural Policy.*



*The agricultural sector plays an important role in Montenegro's economy and is responsible for a significant share of GDP.*



*A fully operational IACS is a prerequisite for the accreditation of a Paying Agency needed for Montenegro to implement CAP.*

Under the EU's Common Agricultural Policy (CAP), farmers receive direct payments or income support to ensure a safety net and stabilise income. A fully functional Integrated Administration and Control System (IACS) must be in place for effective management and control of such payments. All national authorities must operate an IACS to ensure that payments are correctly made, irregularities are prevented or uncovered by controls, and that all unduly paid amounts are followed up and recovered.

With the next CAP reform approaching in 2020, it became imperative to develop a fully functioning IACS in Montenegro. A farmer identification system was in place and a land parcel identification system was underway but gaps remained despite the fact that the Ministry of Agriculture and Rural Development had already established many components of the country's IACS.

Technical specifications were developed to support Montenegro in addressing the missing elements of IACS in compliance with EU regulations and standards.

Under the contract, a NIRAS team assisted the national administration of Montenegro to define main rules and procedures and produce technical specifications and requirements for an aid application management system (as part of IACS) provided together with administrative control modules in line with the EU legislation.

### Services

- Assessment of the current situation and gap analysis in relation to the establishment of a fully functional IACS;
- Preparation of procedures for aid application and an integrated control system;
- Preparation of technical specifications for aid application software with proposals for upgrading hardware infrastructure;
- Training-needs assessment and human resources required for the implementation based on all above-mentioned results and preparation of the training plan.





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## Final and Ex-Post Evaluation of the Support Programme for Water and Sanitation Sector ("EAU II") in Algeria



*The EAU II programme prioritises the sanitation sector.*



*Screening- STEP Herghadia.*



*EAU II was so well received, the Ministry has proposed EAU III targeting agricultural hydraulics.*

The Algerian Government has identified the sanitation sector as one of the priority areas for reform in the water resources sector. The WATER (EAU) II support programme focused on sanitation and complements the EAU I, which was dedicated to the water sector as part of the general support for strengthening basic public services in the National Indicative Programme 2007-2010.

The overall objective of EAU II is to support the Algerian strategy for the protection of water resources and a reduction in the prevalence of waterborne diseases.

The final and ex-post evaluation provided an overall assessment focusing on project results versus its objectives as well as the main lessons of the intervention. The evaluation team also made recommendations to improve current measures and future actions in water and sanitation sector in Algeria.

The evaluation of the "EAU II" programme contributed to the good governance and the transformation of the sanitation sector in Algeria.

The evaluation also considered the European added value of the programme, in terms of its design and implementation; coherence of the programme itself in relation to the strategy followed by the EU in Algeria, its Member States and other donors and the visibility and appreciation of the European cooperation in the sector.

The EU intervention in project, technical and budgetary support helped to transform the liquid sanitation sector in Algeria using a participatory approach to programme planning (from its conception, implementation, to its monitoring and evaluation), encouraging the involvement and ownership of management tools by the beneficiary structures. The project was found to have had such a positive impact that the Ministry of Water Resources and Environment proposed the "EAU III" programme on agricultural hydraulics.

### Services,

- The programme was evaluated according to five DAC criteria:
  - Relevance;
  - Effectiveness;
  - Efficiency;
  - Sustainability;
  - Impact.





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## Technical Assistance for the Support to ECOWAS Public Finance Management Reforms, Western Africa, 2015–2016

This assignment supported the Economic Community of West African States (ECOWAS) in implementing its activities and managing its resources more effectively and efficiently in order to carry out public financial management reform. It formed part of a larger EU-funded project that aimed to support institutional reforms and capacity strengthening at the ECOWAS Commission to ensure compliance with international standards on accounting, audit, internal control and procurement as well as EDF rules and procedures. The project also sought better coordination between ECOWAS and the West African Economic and Monetary Union (WAEMU).

In this project, NIRAS helped ECOWAS to improve its management of resources by developing better technical and financial monitoring systems for projects.

NIRAS staff provided technical support to the ECOWAS Commission, focusing specifically on:

- improving accounting, audit, internal control and procurement procedures,
- recruiting support staff to manage funds, and
- developing technical, administrative and financial management systems to monitor the use of funds and progress in international development programmes and projects.

The assignment contributed towards SDG 16 (Peace and Strong Institutions) by supporting the ECOWAS Commission in implementing its regional strategy and pursuing its mandate in a more efficient and effective way through better management of its resources.

### Services

- Contribution to the identification, programming and formulation of projects and programmes to be financed by the EDF;
- Administrative and financial monitoring of projects and programmes financed by EDF;
- Support for various departments and directorates of the ECOWAS Commission in the technical implementation of activities financed by EDF resources;
- Management of the awarding grants in accordance with the EDF procurement rules and procedures;
- Monitoring of the implementation of recommendations from evaluations, audits and steering committee meetings;
- Organization of follow-up meetings with the EU Delegation, including portfolio reviews, bilateral meetings, and periodic monitoring of the implementation of recommendations.



In 2015–2016 NIRAS provided technical assistance to ECOWAS to develop better technical and financial monitoring systems for EDF funded projects.



ECOWAS comprises 15 members states in West Africa.



Accounting and auditing skills were improved at ECOWAS as part of the assignment.





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## Public Investments in Local Infrastructures: **Feasibility Studies and Tendering Support** in Mozambique, 2016

In Mozambique, approximately 70% of the total population (20.5 million people) live in rural areas. Agriculture, forestry, livestock and fisheries contribute about 25% of total GDP and represent the main source of food and income for around 80% of the rural population.

The *Programa de Desenvolvimento Economico Local* (ProDEL – Local Economic Development Programme) promotes economic development in rural areas of Gaza province, Inhambane and Sofala by strengthening the productive base and competitiveness of local micro, small and medium-sized enterprises.

ProDEL takes a value-chain approach, promoting vertical and horizontal links between the various economic stakeholders.

ProDEL is on track to achieve results in three main areas:

- Public services for the promotion of improved local economic development;
- Public investments in promoted local economic infrastructures - reinforcement of the capacity to offer services and public goods with impact on the business environment;
- Value chains that promote the participation of local MSMEs - directly linked to the improvement of the business performance of local economic operators along the selected value chains.

Feasibility studies for proposed infrastructure projects were conducted in the first project phase. Proposals seeking funding through district and municipal grants were evaluated based on the following key elements: (1) relevance of the project as well as the location; (2) quality framework conditions; and (3) consistency of contract documents.

The second phase focused on improving the infrastructure works dossiers to prepare them for tendering. The FWC consultancy produced tender dossiers for the construction of three types of markets and specific adaptations to the local conditions in different municipalities, as well as infrastructure projects for roads, bridges and irrigation and water tanks.

### Services

- Feasibility studies of 55 infrastructure projects (14 in Gaza, 15 in Inhambane and 26 in Sofala), including: improvement and construction of roads and bridges, construction and enlargement of markets, construction of slaughter houses, construction of irrigation and water tanks;
- Analysis of consistency of the tender documents with their specifications to verify if they are prepared in accordance to legislation;
- Quality assessment of tender documents.



*ProDEL aims to contribute to poverty reduction through income-generation and increased employment opportunities.*



*ProDEL promotes development-oriented initiatives that support local economic and productive activities.*



*Mozambique's recent rapid economic growth has only a moderate impact on poverty reduction.*



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## Diagnostic Study and Development of a Capacity-Building Plan in the Seeds Sub-Sector in Cameroon, 2018



*Agricultural success begins with quality planting material.*



*Seeds of hope in Cameroon.*



*Protecting young seedlings.*

Since 2013, Cameroon has been experiencing a humanitarian crisis. The number of food-insecure people has risen from 1.1 million to 2.7 million since 2015. Currently more than half of the rural population lives in poverty as farmers struggle to maintain their livelihoods due to erratic weather conditions. Today, Cameroon imports a significant portion of basic food supplies. Government is undertaking many new initiatives to address the crisis, one of which is the reform of its national seed system and supporting fund.

Following its study on the institutional, organizational and functional diagnosis of the fertilizers sub-sector in Cameroon in 2017, NIRAS was awarded another challenging project this time targeting seed production. The study was to contribute to improving the funding and functioning of the national seed system.

A tried-and-trusted team of knowledgeable NIRAS experts delivered the requested outputs despite a very limited timeframe.

This assignment provided the Ministry with a clear proposal on the reform of the National Seeds Fund in addition to a concrete capacity-building plan.

NIRAS presented the Ministry of Agriculture and Rural Development (MINADER) with a proposal for the reform of the Seed Fund in order to more efficiently finance the national seed system. MINADER also received a capacity-building plan, incorporating technical, organisational, structural and operational elements in order to allow each of the seed system stakeholders to play their role fully and effectively.

### Services

- Diagnosis of the national seed system's strengths and weaknesses;
- Identification of capacity building needs and challenges;
- Evaluation of the National Seeds Fund.





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## Technical Assistance to the **Preparation of the Implementation** of Haiti's Food Security and Nutrition (SAN) Programme, 2017–2018



*SAN Department Plan validation workshop.*



*Field visit, Port de Paix, 2017.*



*Field visit, Port de Paix, 2017.*

Haiti is the poorest country in the Caribbean region. Public institutions have limited capacity to deliver public services while the implementation of policies for improved quality of life is lagging. Despite Haiti's potential to produce its own food, the country suffers political and economic instability, resulting in more than 50% of the population experiencing food insecurity.

In this project, NIRAS laid the groundwork for the 11<sup>th</sup> EDF food security and nutrition (SAN) budget support programme in all its components.

The technical assistance NIRAS provided contributed to the governance of food and nutrition security in Haiti.

Over the course of 13 months, NIRAS successfully coordinated a technical working group comprised of representatives from several ministries and the EU involved in preparing the SAN programme. This included the finalisation of the intervention strategy and the development of the SAN Department Plan for the North-West / High Artibonite as well as its action plan for 2018–2022. NIRAS also contributed extensively to the definition of the programme's global operational plan and prepared documents for the commitment of funds under the financing agreement. The latter enabled SAN funds to be committed in accordance with procurement and award procedures.

Through an extensive participatory process involving various ministries and departments, NIRAS ensured that adequate consideration was given to social transfers, prevention and treatment of malnutrition, as well as institutional strengthening for the successful implementation of the programme.

### Services

- Consulting;
- Capacity development;
- Coordination of work;
- Development of strategy documents and operational plans, budgets and guidelines.

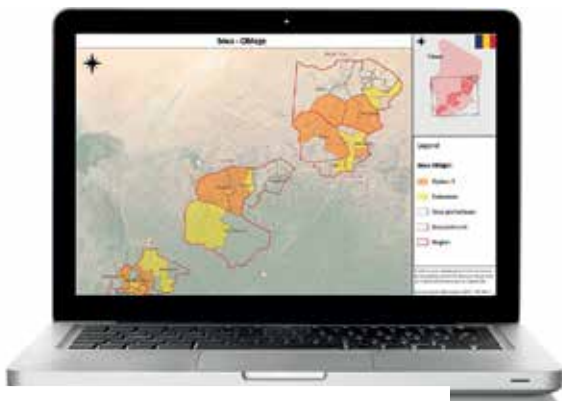


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## Enhancing Decision-Making in the Implementation of the Food Security and Nutrition (SAN) Project in Chad , 2017–2018



The map sub-targeting all five regions shows the final result of the team's analysis.



Field visit, SAN formulation Chad 2015.



Field visit, SAN formulation Chad 2015.

Chad is one of the poorest countries in the world and its economic growth rate is insufficient to improve living conditions tangibly for its people. Traditionally agro-pastoral, Chad became an oil producing country in 2003, but the positive impact of oil revenue on socio-economic development has been slow to materialize. With the exception of access to safe drinking water, progress in achieving overall development goals remains low.

NIRAS supported the Chad Government and EU delegation in the operationalisation of Sector 1 of the 11<sup>th</sup> National Indicative Programme for Chad and its goals No. 1 and 2: reducing poverty, and increasing food security and nutrition. NIRAS identified intervention options for the programme (objectives, results, implementation modalities, indicative budget), taking into account aspects of governance and sectoral budgeting. Based on options selected during an identification phase, the mission formulated multi-component interventions in an Action Plan for the SAN project under the 11<sup>th</sup> EDF.

NIRAS created a future security and nutrition monitoring mechanism that will contribute to more efficient and appropriate decision-making on future investments in Chad.

In a first assignment, NIRAS targeted high potential agro-pastoral production basins and health districts in need of strengthening. In a second assignment, NIRAS in-house geographic information system (GIS) experts, developed a platform to monitor activities in all five of the regions targeted in the SAN project: Ouaddai, Wadi Fira, Guéra, Tandjilé and Logone Occidental. The GIS supports effective decision-making by integrating data from the monitoring and evaluation mechanism in all phases of project's implementation, including the results of surveys and statistics. It gives a clear picture of the situation based on thorough analysis of multiple sectors and contributes to more efficient and appropriate decision-making on future investments in Chad.

### Services

- Identification of target areas for the planning of future investments and operational implementation of SAN in five regions in Chad;
- Development of a GIS specifically to justify under-targeting of the regions and departments based on objective prioritization criteria and to design and develop a future SAN monitoring mechanism;
- Consideration of multiple sectors in the project, prioritizing agriculture, rural infrastructure, water and sanitation, child nutrition and health.



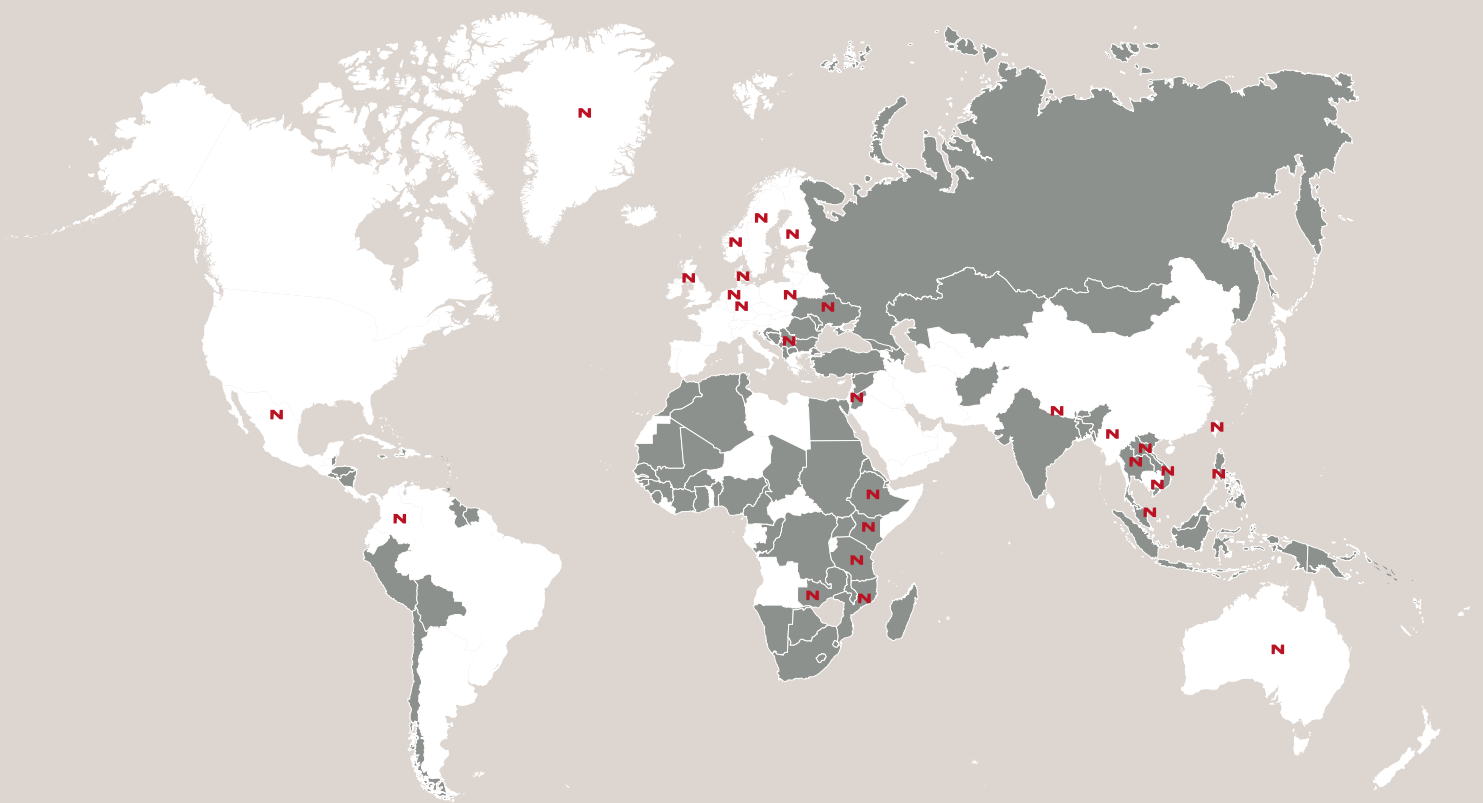
## Integrity

As a company owned by a Foundation and our +2,400 global staff, NIRAS reinvests gains into the business. This enables us to develop a knowledge-based company through long-term investment in growth, competence and innovative research and policy dialogue rather than aiming for short-term profitability. As a signatory to the UN Global Compact and member of the International Federation of Consulting Engineers (FIDIC), we emphasise accountability and ethics in our own day-to-day operations and employ an Integrity Management System as a tool to prevent any kind of corruption. NIRAS is committed to upholding globally recognised principles of integrity, accountability, and transparency

## What do we value?

- Being mission-driven: the results matter!
- Our knowledgeable, skilled and passionate employees;
- Our commitment to integrity, ethics and accountability;
- Having a global outlook with a local presence;
- Collaborative partnerships: our local project counterparts are key to successful results;
- Innovative solutions serving the next generation.

**Join our team of development practitioners in our goal to build sustainable societies. Register your CV on our data-base: <https://cv.niras.com>**



**N** = NIRAS offices

■ = countries where NIRAS has implemented framework projects.

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