Review to prepare for a programme

The present document contains a generic format for ToR for contracting an external review of existing programme organisations applying for a new programme grant. The ToR shall be adjusted to and focused on the context and particular situation of the applicant organisation.

# Background regarding review of xx (here after *the applicant organisation*) for the programme *yy*.

For CISU to consider and eventually approve an application for a grant for a new phase of a programme, the applicant organisation and its partners must have demonstrated, through efforts in the ongoing programme phase, that the current grant is managed satisfactorily and that programme objectives are achieved, and implementation is managed effectively and adjusted to experience gained.

Accordingly, CISU requires a programme review to be undertaken focusing on what has been achieved during the implementation of the current programme and whether the programme remains strategically relevant to civil society in the context of the intervention. The review shall further confirm that the applicant organisation and its partners have the required capacity to manage and implement a programme considering the assessment carried out when the CISU appropriation committee approved the current grant.

Throughout the assignment, CISU Programme Guidelines constitute the point of reference.

## The applicant organisation’s previous programme phase learning and track record

A summary of the *programme organisation’s* key learning in the previous programme phase is described in the draft Concept Note. Previous experience and interventions of the applicant organisation are furthermore described in the Track Record Document (TRD) attached.

## Funding level

The base funding level for the current programme is XX DKK per year.

## Issues to consider in the preparation of a programme (identified jointly by the applicant organisation and CISU)

Based on the lessons learned from the current programme phase and the TRD, the following specific issues are to be included in the scope of work (see 4.1 below) for this review:

* Xx
* Yy
* Zz

# Objective

The overall objective of the review is to assess the capacity and performance of the applicant organisation in delivering results under its present programme phase with a particular focus on stimulating learning, synergy and support relevant organisational development.

The specific objectives are to:

* Assess documented performance and results achieved in the current phase of the programme as well as to extract and assess lessons learned with a view on improving future outcomes and objectives as well.
* Address the 2-3 specifically selected issues for the review (section 1.3)
* Assess the applicant organisation and its partners’ capacity considering the programme assessment criteria.

The report shall present a substantive analysis and clear recommendations for the applicant organisation to address when preparing the management response, Concept Note and Programme Document, and for use of CISU’s assessment committee as a basis for its decision regarding the application for a programme grant.

# Outputs

## Review plan

By mid-February, the consultant will in consultation with the Danish CSO develop a brief plan for the operationalisation of the review. This plan must be approved by CISU.

## Draft Report

A draft report will be presented for the applicant organisation, CISU, and other relevant stakeholders on the preliminary findings and conclusions of the review. The draft report shall be shared with CISU and the applicant organisation three working days prior to the debriefing workshop.

## Debriefing workshop

A debriefing workshop will be held to present the main findings and recommendations to the applicant organisation and CISU.

## Report

The final review report shall reflect on the inputs given at the debriefing workshop (3.3), and shall moreover follow these formalities:

* Maximum 15-20 pages excluding annexes.
* Follow the format presented in section 10.
* Include an executive summary of maximum three pages summarising main findings and recommendations including whether the applicant organisation is assessed as having demonstrated capacity to manage the present programme.
* Include clear recommendations on key issues to address when the applying organisation will formulate a Concept Note and Programme Document. CISU recommends including a maximum of 6 recommendations.
* Include the following annexes: ToR, list of main stakeholders, documents consulted, and other relevant annexes identified by the consultant.

# Scope of work

The ToR for the review should include, but not necessarily be limited to, the assessment criteria as reflected in the Programme Guidelines and the main issues deriving from the TRD (see 1.3 above)*.*

## Review of ongoing programme phase

**Overall performance and strategic approach**

Review of overall progress and performance of the programme: assess the contextual and strategic developments strengthening civil society in the Global South, and how they have been addressed by the programme. Assess progress made towards the achievement of documented results at outcome and output levels in the current programme phase.

Capacity assessment – findings and analysis: assess how follow up on the review/capacity assessment carried out as basis for the present programme phase has taken place as part of the programme, and the current organisational structure and management, professional capacity, role as civil society actor in Denmark, networking, and international affiliations. The review shall assess whether the organisation has made adequate follow-up to recommendations from the latest capacity assessments or review carried out as basis for the present programme phase.

Assessment of Concept Note – findings and analysis: assess the programme synergy, including coherence between programme outcomes, and how these relate to possible proposed new thematic areas, partners, countries, etc., outlined in the Concept Note, and to the issues to consider in the preparation of programme (see 1.3).

The review shall furthermore draw on the applicant’s performance reporting, including reporting submitted for CISU for the deadline 1st March (this deadline must be considered in scheduling the review). The consultant shall base the assessment referring to assessment criteria. A systematic presentation of each criteria with regard to findings, analysis, conclusion and recommendations is required. Based on the above, the consultant shall present the review of the proposed new programme in the form of an overview summarizing conclusions in relation to each assessment criteria. Recommendations shall be presented to assist the applicant in enhancing the quality of the Concept Note and the Programme Document, as well as to assist CISU assessment committee in subsequently assessing how the applicant has addressed the recommendations.

# Method

The review will include, but not necessarily be limited to, four main methods: i) desk review of relevant documents, ii) group and individual interviews with partners and relevant stakeholders, iii) field visits, and iv) debriefing workshop with applicant organisation and CISU. The review will combine work in Denmark and a field visit to a selected programme country/region, preferably teaming up with a local consultant with local knowledge and relevant competencies to conduct field visits and interviews. Involvement of additional partners can be done via online meetings. The consultant will be responsible for identifying and contracting a local consultant for the task.

## Document analysis

* Review of all relevant documents

## Group and individual interviews with relevant stakeholders

Should at least include:

* The applicant organisation board, staff, and volunteers
* Relevant networking partners
* Relevant Danida staff (if applicable)
* Relevant CISU staff
* Responsible CISU assessment consultant
* *[Include others as found relevant]*

## Field visit

List core activities:

* Interviews with partners at both operational (secretariat) and political level (board) and selected target group representatives
* Pre-departure workshop providing initial findings to partners

## Debriefing workshop presenting draft report attended by:

## Applicant organisation board, staff, and volunteers

* Relevant CISU staff

# Required experience and competencies

The assignment requires a consultant with extensive experience from working with development CSOs, preferably in the context of partnerships between Southern and Northern CSOs. Furthermore, strong analytical skills are required to compile and process large amounts of data from documents and interviews. Excellent communication skills are necessary to engage with a variety of different stakeholders. Prior experience from conducting capacity assessments and reviews is a prerequisite. Likewise, specific geographical and thematic experience corresponding to the proposed focus areas of the programme will be prioritised in the shortlisting of an external consultant. When possible, local consultants with required competencies and knowledge about local context can be recruited to conduct field visits and interviews.

# Management of review

CISU is commissioning the present assignment and CISU management is responsible for contracting issues, for signing ToR and for the final approval of the review report. Payments and contractual matters related to the local consultant(s) are handled by the consultant.

The appointed CISU Advisor is responsible for briefing the consultant about the task and day to day administration and arrangements.

There is an absolute maximum ceiling of DKK 150,000 all-inclusive for this assignment. The assignment will have to be planned and invoiced within this absolute amount.

# Timetable

* Introductory meeting regarding the assignment in January 2023 (exact date to be decided).
* Meeting with CISU assessment committee member on exchange of expectations in January 2023 (exact date to be decided).
* The assignment will be carried out in the period February 1, 2023 – April 5, 2023.
* The draft report will be shared by the consultant with the applicant organisation and CISU at least three days prior to the debriefing workshop and no later than by March 17, 2023.
* The debriefing workshop will be held between March 20-31, 2023.
* Deadline for the final report is April 5, 2023.
* Evaluation of review process with CISU: April/May 2023 either in writing or meeting.

# Budget

The budget is regulated and approved by CISU after proposal from the consultant. Within the absolute ceiling of DKK 150,000 the budget covers the following:

|  |  |
| --- | --- |
| Consultant’s Fee (Danish and Local) |  |
| Travel cost |  |
| Accommodation |  |
| Per diem |  |
| Please add if other reimbursables to local consultants |  |
| Other cost (specified) |  |
| **Total amount** |  |

The consultant's fee is an all-inclusive flat rate (VAT included) for the assignment based on the estimated days to be used. CISU is responsible for contracting the consultant.

Travel, accommodation and per diem according to the Danish state [rules and rates](https://modst.dk/media/30207/016-18.pdf). There cannot be paid any expenses or extra fees in addition to the budget without justification and prior approval from CISU and only within the overall ceiling of DKK 150,000.

A detailed account of reimbursables shall be submitted to CISU (see format on last page of these ToR).

# Report format

The following outlines the proposed report format. The numbers in parentheses refer to the assessment criteria.

Executive summary

Main conclusions and recommendations structured according to the programme assessment criteria. Thematic issues (see 1.3) must be reflected.

Overall conclusion on programme relevance. It should be stated clearly whether the applicant organisation and partners are found as having the capacity to manage a continued programme phase.

List of abbreviations.

1. Introduction
2. Review of overall progress and performance of the programme
   1. New and innovative strategic developments strengthening civil society (1)
   2. Comprehensive context analysis and risk assessments, and evidence-based learning from programme implementation to inform analysis, planning and innovation of strategies and operational approaches (5)
   3. Delivering and document results – progress towards meeting programme phase results (6)
3. Capacity assessment – findings and analysis
   1. Relevance of partner organisations and their local, national and/or global networking partners, and their capacity strengthening local leadership (2)
   2. Organisation capacity and popular involvement (3)
   3. Financial management and administrative capacity (4)
4. Assessment of Concept Note – findings and analysis
   1. Theory of Change and programme synergy (7)
   2. Monitoring, Evaluation, and Learning (MEL) system (8)
   3. A human rights-based approach (HRBA) (9)
   4. Sustainability (10)
   5. Financial resources and Cost Level (11)
5. Assessment of specific issues (see 1.3)
6. Conclusion and recommendations
   1. Capacity assessment of applicant and partners (separate conclusions on criteria 1-4)
   2. Results, overall progression, and learnings existing phase (separate conclusions on criteria 5-12)
7. Recommendations
   1. Programme management capacity
   2. Recommendations on specific issues for review

# Annexes

Obligatory annexes:

* Annex 1: Track Record Document (TRD) (compiled by CISU)
* Annex 2: Programme Document (current phase)
* Annex 3: Assessment Committee Note (current phase)
* Annex 4: Previous submitted status reporting for the programme
* Annex 5: Budget status
* Annex 6: Previous reviews, capacity assessments, evaluations etc.
* Annex 7: Concept Note

Additional annexes:

-

**Annex: Detailed account reimbursables**

|  |  |  |  |
| --- | --- | --- | --- |
|  | |  |  |
|  |  |  |  |
| **Reimbursables** | Units | Per unit | Sum DKK |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |