**OUTLINE: TERMS OF REFERENCE FOR EXTERNAL REVIEW**

A review of the programme must be carried out at the end of the third year of the programme. The review report will replace the progress report to be presented March 1 in year 4 and will be the main basis of the programme consultation in April year 4.

The scope of the review is the same as in an ordinary progress report, but in addition there is an opportunity that the review can take a more in-depth focus on two-three special topics with relevance to the programme – and which could be relevant for a possible application of a new phase of the programme. There is a requirement for the consultant to be external, and the design and scope of the review are determined in dialogue with CISU as part of the year 3 programme consultation. CISU must approve the proposed consultant and the final ToR.

The following format should be used to INSPIRE the ToR for the review. All objectives, outputs and scope elements must be reflected in final ToR – but you can alter the format to suit your preferences.

# 1 Background

## 1.1 Summary of the programme and implementation status

## 1.2 Special issues to be reviewed and priority of programme countries and partners

Multiple factors can inform relevant issues to be addressed in a review, e.g. changes in context, strategic change on geographical focus and/or in partnership portfolio. The issues the review should focus on should be identified as part of year 3 programme consultation with CISU. If the organisation plans to apply for a new phase of the programme, the issues should be relevant for the considered new programme phase.

* Issue or focus area #1.
* Issue or focus area #2.
* …..

# 2 OBJECTIVE

The overall objective is to review the two 2½ years of programme implementation. The specific objectives are:

* *To review the strategic approach of the programme and recommendations on possible adjustments.*
* *To analyse special issues relating to the programme and recommendations on possible actions.*
* *To review the performance and status of achieved results so far*

OPTIONAL:

* *To provide strategic inputs to needed changes if there are considerations to apply for a new phase.*

# 3 Outputs

#### 3.1 Online debriefing workshop

A debriefing workshop will be held to present the main findings and recommendations to all primary partners in the programme (primary partner is a partner who has budget responsibility vis-à-vis the programme budget).

## 3.2 Report

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

* Maximum 25 pages excluding annexes (Include elements proposed in format below)
* An annex documenting status of results so far in Result Framework (outcome level)

# 4 Scope

In the outset the scope of the review follows the format of the yearly status report of a programme (strategic approach, performance of the programme, and financial management). However, the special issues are added to the format.

## 4.1 Strategic approach

* *General update:* Overall strategic and organisational status.
* *Strategic change:* If there are identified changes to the strategic approach: assess relevance of changes to the strategy/ToC, and assess the revised ToC illustration, if relevant. Describe changes to the context, the risk assessment and possible consequences for the results framework.

## 4.2. Analysis of special issues

For each issue:

* Key observations on issue.
* Analysis of special issue.
* Recommendations on the issues.

## 4.3 Performance of the first 2½ years (30 months)

* Relevance of programme's strategy with focus on ToC and related assumptions.
* Results framework and status of fulfilment of outcomes.
* Reflection on progress on locally led development at partner and community level.
* Reflections on how the programme partners have worked strategically towards co-financing, basket funds, and/or joint programmes to match funding of local partners to enhance scale and influence.
* Cases/change stories the illustrates key elements of the programme ToC (max 1 page per case).
* Relevance of MEAL practice in the programme and follow-up on monitoring visit, reports, recommendations/requirements.
* Assess quality and relevance of yearly budget formats at partner level, including processes of preparing and evaluating partner budgets.
* Performance of own financial contribution
* How does the programme contribute to popular engagement in Denmark.

## 4.4. OPTIONAL: Relevance of new phase

* Assessment of proposed approach to new phase of the programme.

# 5 Method

The review will include, but not necessarily be limited to, four main methods:

1. Desk review of relevant documents.
2. Group and individual interviews with all primary partners and relevant stakeholders.
3. Field visits to relevant programme areas (not necessarily all programme areas).
4. Online debriefing (before finalising report)

The review can combine work in Denmark and field visit to selected programme countries and regions.

## 5.1 Document analysis

* Review of all relevant programme documents.

## 5.2 Group and individual interviews with relevant stakeholders

Should at least include:

* Relevant staff and volunteers in the applicant organisation (‘deep dive’).
* All primary partners (‘deep dive’).
* Other partners and stakeholders (‘light touch’).
* [Include others as found relevant]

## 5.3 Field visit

List core activities:

* Interviews with partners at both operational (secretariat) and strategic level (board) and selected target group representatives.
* Debriefing meeting/workshop.

## 5.4. Online debriefing workshop presenting draft review report

* All primary partners.
* Relevant CISU advisor.

# 6. Team

* Team leader.
* Engagement in DK consultant (optional if on covered by Team leader).

# 7. Management of review

The REVIEW should be prepared and endorsed by applicant organisation and all programme partners (e.g., the steering committee of the programme).

CISU must approve the Team/consultant and the final version of the ToR.

# 8. Timetable

Specific timetable should be prepared for the REVIEW.

Review activities should be planned in period between September 15th and December 1st of Programme Year 3.  
Final review report must be completed no later than January 15th of Programme Year 4.

# 9. Background documents

Required documents:

* Annex 1: Track record document
* Annex 2: Programme document with annexes
* Annex 3: Assessment Committee Note
* Annex 4: Previous submitted status reporting for the programme (including minutes from consultations)
* Annex 5: Current approved Budget
* Annex 6: Overview of previous reviews, capacity assessments, evaluations etc.

Additional annexes:

* *[Insert as relevant]*

# 9 Report format

The following outlines the *proposed* report format.

Executive summary (including overview of recommendations)

1. List of abbreviations
2. Introduction
3. Context analysis
   1. Relevant contextual developments and the programme
4. REVIEW of overall progress and performance of the programme
   1. ToC, programme strategy, coherence, and synergy
   2. Progress towards meeting present programme phase results
5. Assessment of specific issues
   1. Issue #1
   2. Issue #2
6. Assessment of Program performance and systems
   1. Implementation of recommendations from latest external review or similar studies
   2. Assessment of progress of results framework
   3. Assessment of partner performance, synergy and LLD in programme
   4. Assessment of M&E practice (reporting and knowledge management)
   5. Assessment of financial systems at overall programme level
   6. Assessment of budget practice at partner level
   7. Assessment of contribution to popular engagement in Denmark
7. Conclusion
   1. Relevance of program strategy
   2. Progress on LLD
   3. Results, overall progression, and learnings in current phase
8. Recommendations
   1. Programme management
   2. Programme ToC and results framework
   3. Recommendations on specific issues for REVIEW.
   4. If relevant, recommendations for new program phase