In the third year of the programme period, CISU requires a mid-term review (MTR) of the programme is conducted. There is no set format on the design and scope of the mid-term review, but it must be determined in dialogue with CISU.

The objective of the mid-term review is to review the first years of programme implementation. The specific objectives are to:

1. Review the strategic approach of the programme and need for any possible adjustments.
2. Review the performance and status of results so far of the programme.
3. Analyse special issues relating the programme and need for possible actions to be taken.
4. Review budget performance so far and need for possible adjustments.

Although there is no set format for the mid-term review report, it must live up to the objectives above. It is possible to have an in-depth focus on one or two special issues (bullet 3), while the other objectives (bullet 1,2 and 4) can be reviewed on an overall basis (e.g., the review of the performance and status of results done as a desk study/through online meetings). The format below can be used as a source of inspiration.

## 1 Background

#### Summary of the programme and its current status on implementation

A brief introduction to the programme and outline of its current status.

#### 1.2 Special issue(s) to be analysed

One or two special issues that need special attention in the MTR. These can be identified in dialogue with the partners and/or as part of the latest programme consultation with CISU.

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

## 2 Objective

The overall objective of the MTR is to review the two first years of the program implementation. The specific objectives are to:

1. Review the strategic approach of the programme and recommend any possible adjustments.
2. Review the performance and status of results so far (first two years of current phase) of the programme.
3. Analyse special issue(s) relating the programme and recommend possible actions.
4. Review budget performance so far and recommend possible adjustments.

## 3 Scope of mid-term review

The MTR should cover the following aspect of the programme:

1) Review the strategic approach of the programme and recommend any possible adjustments.

* An analysis of the coherence between the different elements of the ToC and strategy, and the extent to which the pathways and assumptions are still valid.

2) Review the performance and status of results so far (first two years of current phase) of the programme.

* Progress against selected indicators from the approved programme results framework with a related narrative, focusing on outcome-level changes. The account can be based on internal monitoring systems and reports, but could also include the following elements:
  + A qualitative analysis of changes and outcomes seen so far and how the programme has contributed to those changes.
  + Reflections on the degree of target achievement, highlighting variations in outputs affecting planned outcomes, including analysis of possible causes, lessons learned, and how these are reflected in follow-up activities/corrective actions with the partners.
  + Reflections on how the organisation pursues cost effectiveness. This should include reflections on whether achieved results have been delivered at reasonable costs in a given context as well as future cost-efficiency approaches to further strengthen this aspect.
* Status to recommendations from reviews, financial monitoring reports/reviews, and latest programme consultation with CISU.
* An outline of any major organisational or strategic challenges and changes in the organisation and its context (political, economic, social, environmental), including changes in the organisation’s international alliances, networks, etc.

3) Analyse special issue(s) relating the programme and recommend possible actions.

* Analysis related to the special issue(s).
* Recommendations on special issue(s)

4) Overall review of budget performance so far and recommend possible adjustments at a strategic level.

* A short description on how funds have been used strategically towards co financing, basket funds, joint programmes to match funding of local partners.
* An outline on budget performance.

## 4 Outputs

#### 4.1 Debriefing with key programme partners

An online debriefing should be held with key programme partners to present the main findings and recommendations.

#### 4.2 Final report

A final report that reflects on objectives of the MTR as well as inputs received at the debriefing workshop. The report must:

* Not exceed 25 pages excluding annexes.
* Clearly show recommendations for the programme partners (maximum 10 recommendations).
* Include an executive summary accounting for significant results and/or major deviations from expected outcome targets. The executive summary should moreover include brief reflections on the special issues analysed, results framework (is it still relevant and up-to-date or is there a need for adjustments), and an account on progress and achieved results.

## 5 Method

The review will include, but not necessarily be limited to, the following methods:

* Desk review of relevant documents.
* Online interviews with key partners and relevant stakeholders on the strategy and performance of results.
* Field visits to selected relevant programme areas to analyse the special issue(s).

## 6 Timeline and budget

The MTR should be completed within a specified timeline and budget. The final report should be submitted before May 1.

A follow-up meeting with CISU should be conducted after the completion of the MTR and debriefing with the key programme partners. This is primarily a meeting between CISU and the programme organisation. The consultant is not required to participate in this meeting.