

A midterm review (MTR) of the programme must be carried out in the third year of the programme, whose report replaces the progress report that would otherwise have been due. The issues to be addressed in an MTR are the same as in a progress report, but with a chance to address two-three special topics. There is no requirement for the consultant to be external, and the design and scope of the MTR are determined in dialogue with CISU on the second-year consultation.

The following format should be used in the MTR.

1 BACKGROUND

1.1 Summary of the programme and its status on implementation

1.2 New elements in current phase

Key new elements introduced in the current phase of the programme (not relevant for first-time program grantees)

1.3 Special issues to be reviewed and priority of programme countries and partners

Are there any issues that need special focus? Should the MTR focus on specific programme-countries and/or partners? This can be identified as part of the latest programme consultation with CISU or another development in the current context of the programme.

- 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 programme implementation. The specific objectives are to:

- Review of the strategic approach of the programme and recommendations on possible adjustments.
- Review the performance and status of achieved results so far (first two years of the current phase of programme) and recommendation on possible actions.
- Analyse special issues relating to the program and recommendations on possible actions.
- Overall review of budget performance so far and recommendations on possible adjustments at a strategic level.
- Provide strategic inputs if corrective actions are needed in the event there are considerations applying 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 program 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 20 pages excluding annexes.

4 SCOPE

The scope of the MTR follows the format of the yearly status reporting of a programme (strategic approach, performance of the program, and financial systems).

4.1 Strategic approach

- General update: overall strategic and organisational status.
- Specific updates:
 - A description of updates including a description of changes in context and assessment of risks, and the consequences this might have for the ToC, results framework, and achievement of outcomes.
 - For programmes with activities in fragile contexts, the ToC and programme documents should always be up to date, including the context, stakeholder, and risk analysis, and the consequent need for changes and adjustments in the programme.
 - Updated ToC with a revised ToC illustration if relevant.

4.2 Performance first two years including observations and recommendations in relation to special issues

- Progress against outcome indicators from the programme results framework with a related narrative, focusing on significant results and/or major deviations from expected outcome targets for the year. Moreover, outcome-level changes with reference – where relevant – to programme related SDGs.
- Factfinding (observations) and assessment (analysis and possible recommendations) on the following elements:
 - 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.
 - Reflections on results of partnerships and the extent partnership interactions and engagement lead to increased cooperation and synergy amongst partners.
 - Follow-up to recommendations from reviews, financial monitoring reports/reviews, and latest programme consultation with CISU.

- Based on observations from strategic update, an assessment of major strategic changes in the organisation and its context, including changes in the organisation's international alliances, networks etc.
- Assess how the unallocated funds have been allocated and for what purposes, including a reflection on how the programme partners have worked strategically towards co-financing, basket funds, and joint programmes to match funding of local partners to enhance scale and influence.
- Document 2-3 case stories highlighting how the programme or certain activities have made a significant difference in relation to one or more of the programme outcomes.
- Report on Programme Related Information (PRI) in Denmark as well as popular engagement in Denmark. For popular engagement in Denmark, describe main activities, innovative initiatives, and lessons learned. An account of the organisation's popular anchorage and outreach in Denmark, reflecting on main changes in parameters such as membership, support persons/contributors, volunteers, etc.

4.3 Budget performance

- Assess budget performance for year 1 and 2.
- Systems to assess quality and relevance of budget formats at partner level, including processes of preparing and evaluating partner budgets.
- Recommendations on possible adjustments to budget to adapt to strategic update and/or contextual changes.
- Reflections on how the organisation pursues cost effectiveness. This should include reflections on whether achieved results have been delivered at responsible costs on a given context, as well as future cost efficiency approaches to further strengthen this aspect.

5 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 all primary partners and relevant stakeholders.
- iii) Field visits to relevant program areas (not necessarily all program areas).
- iv) Online debriefing workshop with all primary partners across the program.

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.
- All primary partners.
- Other partners and stakeholders.
- [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 MTR-report

- All primary partners.
- Relevant CISU advisor.

6 TEAM

- Team leader.
- Financial consultant (optional).

7 MANAGEMENT OF MIDTERM REVIEW

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

CISU will see ToR on a 'No objection basis' to ensure that special issues deriving from previous reviews, assessments and consultations are included.

8 TIMETABLE

Should be prepared for MTR.

9 REPORT FORMAT

The following outlines the proposed report format.

Executive summary

Main conclusions and recommendations are structured according to the programme assessment criteria 1-12. Thematic issues (see 1.3) must be reflected. Overall conclusion on programme relevance of applicant should be stated clearly, as well as whether the organisation is having the capacity to manage a present programme phase.

0. List of abbreviations

1. Introduction

2. MTR findings and analysis

2.1 Contextual developments and the programme

3 MTR of overall progress and performance of the programme

3.1 ToC, programme strategy, coherence, and synergy

3.2 Progress towards meeting present programme phase results

3.3 Popular engagement and development education

4 Review of applicant and partners capacity

4.1 Implementation of recommendations from latest KapApp or review

4.2 Assessment of progress of results framework

4.3 Assessment of partner performance and synergy in programme

4.4 Assessment of M&E practice (reporting and knowledge management)

4.5 Assessment of financial systems at overall programme level

4.6 Assessment of financial systems at partner level

5 Assessment of specific issues (see 1.3)

5.1 Issue #1

5.2 Issue #2

6 Conclusion

6.1 Capacity assessment of applicant and partners (separate conclusions on criteria 1-6)

6.2 Results, overall progression, and learnings in current phase (separate conclusions on criteria 7-12)

7 Recommendations

7.1 Programme management

7.2 Programme ToC and results framework

7.3 Recommendations on specific issues for MTR.

ANNEXES

Obligatory annexes:

- Annex 1: Track record document
- Annex 2: Programme document
- Annex 3: Assessment Committee Note
- Annex 4: Previous submitted status reporting for the programme
- Annex 5: Budget status
- Annex 6: Previous reviews, capacity assessments, evaluations etc.

Additional annexes:

- *[Insert as relevant]*