

Standard Terms of Reference

Review of organisation NN with a special focus on theme xx in Development and Humanitarian Assistance

1. Background

- a. Presentation of the organisation
- b. Conclusions from previous review and capacity assessment
- c. Conclusions from last framework negotiations incl. any follow-up

2. Objectives

The overall objectives of the thematic review are

- To analyse and assess the performance of the organisation in terms of delivering results within the thematic area chosen for the current thematic review at head office level as well as in the field.
- To provide a general assessment of NN's current financial and organisational capacity to operate programmes under the MFA framework agreement, incl. an assessment of the organisation's follow-up of the recommendations from the latest review.

3. Outputs

- A short Mission Preparation Note, based on the desk study of documents, and which will serve as a presentation of the main issues to be addressed during the review phases, as well as describing the methodology and work plan.
- A debriefing presentation in Copenhagen following the country visit(s) to discuss the preliminary findings, conclusions and recommendations after the field trip.
- A review report, not exceeding 30 pages, plus annexes (max 5 pages per country specific report).

4. Scope of Work

The review will consist of document reviews, including any follow-up note agreed between NN and the Danish Ministry of Foreign Affairs/Danida following the last review, interviews and field studies, debriefing meetings at field and headquarter level, as well as the presentation of a review report. It should be noted that adjustments to the scope of work of these TOR can take place based on discussions following the mission preparation note prepared by the review team.

The main theme for the current assignment is (with a special focus on ...). The main focus will be on the thematic area chosen, but the review will also reflect on more overall areas of strength and added value/mutual benefits of the organisation. Therefore, the theme and NN's performance in this field will serve as an entry point for the assessment of NN as a development organisation. Furthermore, the review will include aspects related to overall financial and organisational management at NN headquarters in Copenhagen.

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

a. Organisational context

- How does NN's (and NN's parent organisation's) history and values affect the work of the organisation?
- How do governing structures influence the organisation, (including the influence of the Danish "branch" in the global organisation)?

b. Strategic level

- To what extent is NN's overall strategic frame (vision, goals and strategy) relevant and consistent with Danish political priorities, as expressed in the Danish Strategy for Support to Civil Society and the Strategy for Humanitarian Action (in terms of geographic, sector and thematic priorities)?
- Where is the focus of NN's (and NN's parent organisation's) work, and what is the relative weight given to development / humanitarian interventions?
- To what extent can and will NN adjust to shifting priorities and changes in its operational context?
- How do NN and partners use good practices in advocacy, including forming and influencing national and international policies and strategies?
- Is NN's strategy reflecting respect for and potentials for basing approaches on the social and cultural context (social norms and traditional power; ethnic groups; local economic activities)?

c. Operational level

- Does NN have a clear operational programme approach consistent with its overall strategic priorities and within Danish priorities?
- What is the level of performance against stated goals and objectives?
- Assess validity (including field validation) of data reported by NN to MFA using a sample methodology.
- Keeping in mind the methodological difficulties related to attribution, i.e. measuring direct effects and impact of one organisation's work, what are NN's areas of strength and added value/mutual benefits in relation to specific measurable results on the ground?
- How does NN, its partners and beneficiaries benefit from participation in international networks, coordination structures, ad hoc interagency bodies etc.? To what degree have gender, environment, and human rights and democratisation aspects been applied.
- How does NN apply the Human Rights Based Approach, and in particular
 - How are the Human Rights standards and the principles of the Convention, as well as the Danish HRBA "PANT Principles" (Participation, Accountability; non-Discrimination and Transparency) being applied
 - How does NN work for increased transparency with respect to decision-making processes within the interventions?
 - Which accountability mechanisms does NN make use of, and are these effective?

d. Organisational capacity

- What is NN's capacity for strategic and day-to-day management?
 - Does NN have the human resources and technical backstopping capacity necessary to implement the operational programme, and flexibility to adjust to changing needs?
 - Has performance been achieved according to the resources allocated and in the most efficient and effective manner.
 - Does NN have a solid and reliable results-focused monitoring system, (incl. relevant outcome and impact indicators,) where results are regularly tracked and reviewed by management and made available to the public?
 - How does NN ensure learning and knowledge management, including from evaluations?
 - Does the development part of NN learn and benefit from the analyses and results of the humanitarian part?
 - How have good practices been operationalized and what is the approach to and dialogue with partners in this regard?
- What mitigating strategies are in place to counter and adjust to challenges and risks?
- What is NN's competence development plan for staff, both at headquarter and regional offices as well as for seconded programme staff?

e. Popular foundation

- What is NN's profile in relation to the Danish public, and how is its popular foundation in Denmark relevant to the character and scale of the organisation - exemplified by:
 - Membership/Sponsorship base and segments
 - Quantitative mobilisation of activists/volunteers
 - Qualitative engagement of activists/volunteers
 - Democratic engagement of popular base/constituency
 - Other parameters which the organisation finds of importance and of relevance to its particular character and profile

f. Humanitarian Assistance (if relevant)

As part of the assessment of the above mentioned coherence and relevance of SC DK's strategic frame to that of the Strategy for Danish Humanitarian Action, the team will furthermore look at

- Adherence to the guiding principles for Humanitarian Action and for Good Humanitarian Donorship
- Ability to reach vulnerable people, including new vulnerabilities created by conflict and/or crisis
- Ability to reach people affected by crisis, both in terms of humanitarian access as well as safety concerns impeding international staff from travelling in areas of high risk
- Focus on protection

- Understanding and operationalisation of the relation between relief and development
- Relevance and willingness to administer funds from other humanitarian budgets e.g. pooled humanitarian funds under the Strategy for Danish Humanitarian Action as well as funds from other donors (ECHO, UN etc.)

Furthermore, the team will assess

- The relation to the UN cluster coordination and consolidated appeal systems, management and coordination, in particular the coordination with other actors, including local partners. How effective was the cluster approach implemented in terms of ensuring donor coordination? What were the strengths, challenges and lessons learnt in regard to coordination amongst the various agencies? Does NN as and NGO bring different values or experience to the cluster system. Does NN promote the inclusion of other NGOs in the cluster system (at all levels)?
- The application of formal quality certification systems (HAP, SPHERE, ECHO and others) and their usefulness, based on the most recent ECHO assessment reports
- The effectiveness in addressing the immediate and longer term needs of the beneficiaries. Did the service delivered meet the needs and rights of the beneficiaries, for example IDPs and Refugees? How were beneficiaries, as for instance IDPs and Refugees identified? Were the rights and special needs and interests of children addressed in any specific manner? How has the host/local community and civil society been involved?

g. Partnerships

- Assess general partnership strategies incl. regarding partnership selection and phasing out procedures.
- Map out NN's partnerships in the selected countries, incl. number of partners and networking organisations, partnership duration, geographical and thematic area of cooperation, status of work done together, and future plans.
- Assess roles and perceptions of the relationship between NN and partners (and networking organisations).
- Look at the relevance of various forms of networking including a comparison to working in partnerships.
- Assess the approach to capacity assessment and development of partners and networking organisations.
- Assess whether the nature of the relationships NN enters into are clear, and whether there has been attention paid to moving away from instrumental approaches to ensuring that more of NN's work is done in support of partner-led agendas, focused on the needs they have identified.
- Assess the level of knowledge of partners about NN, incl. how much mutual sharing and transparency there is on funding, strategy and methodology.
- Assess whether the nature of the partnerships involves shared learning and formalised ways of identifying and improving good and poor practices.

h. Financial Management

Based on Danida's general requirements for Framework Agreements, the financial/organisational management aspects of the review should include, but not necessarily be limited to the following:

1. Assess the adequacy of the organisational structure, available human resources and management systems seen in relation to the totality of activities to be performed in general, and in relation to the management of the framework agreement with MFA in particular.
2. Assess the adequacy and quality of general financial management systems and processes (e.g. budgeting, monitoring, accounting and reporting)¹, incl. any measures for increasing cost effectiveness, time registration system applied at headquarter and country offices, internal control systems, handling of suspicion on anomalies, local performance audits etc.
3. Assess the financial monitoring system, including quality, timeliness and ability to feed information/results back through the organisation, including application of lessons learned.
4. Assess the fundraising strategies (both in Denmark and "external sources"), including the potentials and/or plan for achieving the required level of NN's own financial contribution.

5. Thematic focus:

[To be filled in for each specific assignment]

6. Field visits

The review will include field visits which will look at project and humanitarian action support in [country/countries] (if relevant with a visit to NN's regional office in [country]) and on projects implemented by NN's partners in the country/countries. The review team will visit a limited number of projects and humanitarian actions implemented by NN's partners. Where possible, this part of the review will assess the link between NN's support to projects and humanitarian action in the field. and NN's strategic work in general. The purpose of the visit to [country/countries] is less to review specific projects and humanitarian actions, but rather the field study will be a case, which will allow in-depth study of the implementation of selected NN strategies, plans and activities in practice, including assessment of e.g. management tools, financial instruments, and quality assurance at country level.

7. Organisation of Work

The Review will be organized in four phases:

Phases	Main activities	Output	Timing
1 Inception	Meeting with Team leader in Copenhagen, to clarify methodology and division of labour. Preparatory desk study to analyse key documents, in particular as related to organisational and financial management of NN, the selected themes, as well as the country programme.	Mission Preparation Note with critical issues identified for further analysis, including detailed work plan, and with a detailed methodology proposal for the workshop at NN	Reference is made to attached Process Action Plan (PAP) – to be updated along the

¹ The review will not replace or duplicate MFA's periodic monitoring (tilsyn)

	Based on this, the team will finalise a description of the approach and methodology related to the overall review, field study and the final workshop. Initial interviews and consultations in Denmark.		assignment
2 Data collection	Workshop in NN's premises combined with interviews with key informants in NN, MFA and relevant resource persons.		
3 Field visit	Assessing in practice how the methodological issues, policies and strategies have been implemented. Debriefing meetings at country level and in Copenhagen.		
4 Reporting	Prepare draft report for discussion and comments by NN and MFA. Finalize report based on comments from NN and MFA.	Draft report Final report	

8. Methodology

The detailed methodology will be developed together with the selected consultant based on the technical proposal of that Consultant. The methodology will put emphasis on validation of results, in particular in relation to the thematic focus for this review.

9. Consultants

AA, Overall Team Leader, Technical Advisory Service, Danida/Ministry of Foreign Affairs, Denmark

BB, Technical Advisory Services, Danida/Ministry of Foreign Affairs, Denmark, Humanitarian Assistance in particular

A team of international consultants, including expertise on

- Organisational development, communication and advocacy
- Financial and human resource management
- The selected theme
- Local consultants to be selected will be attached to the team before and during field visits.

All consultants should be familiar with Human Rights Based approaches to development and humanitarian assistance. At least one team member must be fluent in Danish in order to access all relevant documentation.

The TAS representatives and staff from HCP/MFA will join the team on the field trip (HCP staff as resource persons) at their own expense.

The Consultant's proposal should contain relevant CVs as well as a proposal for a methodology, based on these terms of reference. The technical proposal for this assignment will carry a

value of 90 per cent of the overall evaluation criteria. The technical proposals consist of a proposal for a methodology as well as CVs of team members.

All CVs will be evaluated according to the following criteria:

General qualifications. Documented experience from capacity assessments of similar organisations.

Adequacy for the assignment. Documented experience from working with rights based civil society organisations with development and humanitarian perspectives.

FOR THE INTERNATIONAL EXPERTS ON ORGANISATIONAL DEVELOPMENT, COMMUNICATION AND ADVOCACY, FINANCIAL AND HUMAN RESOURCE MANAGEMENT THIS INCLUDES:

At least 10 years of experience in Organisational Development and Assessment, including

- Experience from assessment of human rights-based international and national civil society organisations
- Experience from assessment of humanitarian organisations
- Experience with the development of partnerships.
- Experience with monitoring and evaluation
- Knowledge of global trends in [thematic focus], including a Human Rights-Based approach to these issues
- Experience in assessing advocacy strategies
- Experience in report writing
- Preferably experience from the region (not relevant for financial expert).
- Experience with MFA systems and requirements in relation with grants to Danish framework organisations.
- Experience in assessing financial management systems, procedures and reporting
- Experience with monitoring and evaluation systems and reporting
- Experience with organisational management, administrative systems and procedures.

- **FOR THE INTERNATIONAL EXPERTS ON [THEMATIC FOCUS]**

[To be filled in]

FOR THE LOCAL CONSULTANTS THIS INCLUDES:

- Experience with the development and humanitarian actions, including monitoring and evaluation
- Knowledge of global trends in advocacy related the [thematic] issues in developing countries, including the Human Rights-Based approach to these issues

Responsibility for quality assurance of inputs delivered by the local consultant lies with the Consultant, not Danida.

Consultants (company and team members) should document that they have no/or have had no affiliation to NN or their partners in the countries selected for field work, this includes former staff of NN and former members of NN Board.

10. Budget

The fee budget and reimbursable budget estimate should include among others:

- Work during weekends for the team during field trip.
- Funds for local transport; i.e. car rentals (4WD) from a reputable and safe company.
- Funds for project related expenses.

The number of man days proposed *is an estimate* and may be adjusted to the requirements specified in the technical proposal of the selected consultant.

Expertise	Total xx working days
Organisational development, communication and advocacy	<p>CONSULTANTS to specify in proposal</p> <p>XXX days for planning, desk study , meetings in Cph. and</p> <p>XXX days for work at NN's HQ in Cph.</p> <p>XXX days for field visits, incl. XX days for travel</p> <p>Six (6) days for reporting and feed back</p>
(Selected theme]	<p>CONSULTANTS to specify in proposal</p> <p>XXX days for planning, desk study , meetings in Cph. and</p> <p>XXX days for work at NN in Cph.</p> <p>XXX days for field visits, incl. XX days for travel</p> <p>XX days for reporting and feed back</p>
Financial and human resource management	<p>CONSULTANTS to specify in proposal</p> <p>XX days for planning, desk study , meetings in Cph. and</p> <p>XX days are for work at NN and with auditors</p> <p>XX days for field visits including days two for travelling</p> <p>XX days for reporting and feed back</p>
Local Consultants	XX days in selected country, kindly refer to PAP

11. Timeframe

Contract start [date]. Final Report [date]. A Process Action Plan (PAP) will be developed with the selected Consultant. A draft review report will be submitted to TAS/MFA not later than [date]. The final report should be elaborated within five days after receiving consolidated comments from MFA and NN and be submitted no later than [date].

12. Background Documentation (HCP & NN)