**Brief guide for external appraisal of Projects and Programmes up to DKK 39 million**

Standard Terms of Reference for external appraisals; i.e. appraisal conducted by consultants, not by a development specialist.

The appraisal will include the following assessments, which will be adapted to the particular context and the specific project or programme:

1. Overall rationale and justification, incl. preparatory process

* Assess the relevance of the project or programme and its objectives in a global and/or national context applying a holistic approach for strategic coherence across development cooperation as well as its compatibility with Danish development policy;
* Assess the justification and rationale of the project/programme support design based on the DAC criteria
* Assess the adequacy of the preparation process, i.e., whether the necessary analyses have been prepared, including scenario analysis, stakeholder analysis, and whether there has been sufficient consultation with and participation by key stakeholders and target group representatives, where relevant;
* Consideration by the project of relevant previous experiences and lessons learned.

1. Project/Programme

* Assess project/programme objectives and the quality of the Theory of Change and the results framework;
* Assess contribution towards poverty reduction and human rights, national or institutional sector objectives, relevant Danish priorities, including climate change and green growth, gender equality, the four HRBA principles and Leaving No One Behind (LNOB);
* The political, social, technical, institutional, economic and financial feasibility of the project;
* Assess the justification of choice of partner(s) and criteria used;
* Assess alignment and donor coordination. Adherence to the development effectiveness agenda, including alignment to national/institutional objectives and partner strategies; support for local ownership and leadership, use of partner structures, systems and procedures for implementation and monitoring, harmonization with other donors;
* Consider strategic focus, avoidance of institutional complexity, and manageability in terms of size and number of partners;
* Assess commitment to the programme/project by the partner and major stakeholders and capacity of partner institution(s) to absorb and manage the support;
* Assess the adequacy of measures to support capacity development in partner organisation(s), and the possible demand for and capacity to manage and utilise technical assistance;
* The management and organisation of the project, including monitoring, reporting, dialogue as well as review and accountability mechanisms;
* The adequacy of the proposed financial management system, including accounting, auditing and procurement mechanisms;
* Budget including value-for-money, expected efficiency and costing at output level;
* The sustainability of the expected outcome of the project, including exit strategy;
* The adequacy of the proposed monitoring system; i.e. quality of baseline data, indicators and follow-up mechanisms;
* The assumptions, risks and pre-conditions, i.e. whether these have been sufficiently analysed and whether relevant mitigating measures are included (ref. to Guidelines for Risk Management);
* Process Action Plan (PAP) for the remaining preparation period and the start-up phase of the project/programme.