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

Standard Terms of Reference for external appraisals not conducted by TAS/KFU.

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

1. Overall rationale and justification incl. preparation process
* Assess the relevance of the project or programme and its objectives in a global and/or national context and its compatibility with Danish development policy;
* Assess 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 a 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 of project/programme objectives and quality of the results framework;
* Assess contribution towards poverty reduction and human rights, national (or institutional) sector objectives, relevant Danish thematic strategies including green growth, gender equality and the four HRBA principles;
* The political, social, technical, institutional 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; 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 reporting and review mechanisms;
* The adequacy of the proposed financial management system including accounting, auditing and procurement mechanisms;
* Budget including budget allocation expected efficiency and costing;
* The sustainability of the expected outcome of the project including exit strategy;
* The adequacy of the proposed monitoring system (quality of baseline data, indicators);
* The assumptions, risks and pre-conditions, i.e. whether these have been sufficiently analysed and whether relevant mitigating measures are included (ref. to Danida Guidelines for risk management);
* Process Action Plan (PAP) for the remaining preparation period