

Consultancy: DPOD capacity assessment covering four programme applicants

Terms of Reference (TOR)

The paragraph “5. Deliverables and timing” and “Annex 1: Assessment criteria – eligibility to apply for a programme” has been revised by 05.02.2024.

Deadline for tender

Tender to be sent to Disabled Peoples Organisations Denmark (DPOD) by mail to AIS@handicap.dk no later than **Friday 12th of January at noon CET**. The consultant will be selected within a week of that date and will be informed Friday 19th of January 2024.

Purpose of assessment

The assessment will provide DPOD with the necessary information and documentation to assess the four applicant organisations' eligibility and capacity to implement a programme grant.

Timeframe

The assessment must be conducted during March and April – covering two organisations during the first month and two during the next.

Budget

The budget ceiling is 499.999 DKK.

Required experience of the consultants

The assignment requires a lead consultant (with a small team) with extensive experience in organisational and project management assessments, development cooperation in particular partnerships between southern and northern CSOs, programme and project collaboration and preferably with some knowledge of the disability movement. Strong analytical skills are required to compile and process large amounts of data from documents and interviews as well as excellent communication skills necessary to engage with a variety of different stakeholders. One team member must have considerable experience in conducting assessments of financial management capacity including prevention and management of irregularities. Finally, consultants must be fluent in Danish and English while Spanish will be an advantage.

1. Background to the assignment

DPOD – the Danish disability umbrella organisation - supports collaboration between Danish disability organisations and likeminded organisations in the Global South. These partnerships are supported through the Danish Disability Fund administered by DPOD and funded by the Ministry of Foreign Affairs of Denmark. The aim is to realize the UN Convention on the Rights of Persons with Disabilities to the fullest – by strengthening the organisational and political capacity of organisations of persons with disabilities (OPDs) in the Global South and their work to ensure that persons with disabilities are able to live a full life and participate in, contribute to, and be a part of society on an equal basis with others.

Following a review of DPOD in 2023 it has been decided to introduce a program modality in addition to the existing project modalities in the Danish Disability Fund. This will provide an opportunity to

gather different partnerships into one 4-year grant with common overall objectives and learning across the partners. The intention is to strengthen the development work by creating more strategic coherence and cross-cutting learning, more continuity and predictability, more local ownership and flexibility to adapt efforts to changes in the context and more focus on implementation.

The program modality targets disability organisations with a significant annual turnover and with considerable experience, capacity and track record in relation to management of development projects. In 2024, there will be four out of the 15 disability organisations currently involved in development collaboration, who are able and wish to apply for a program grant covering the period 2025-2028. This applies to the Danish Association of the Physically Disabled, the Danish Association of the Blind, the Danish Association of the Deaf as well as Lev - Life with Developmental Disabilities.

The application and assessment process will fall into two separate and distinct phases. Firstly, an assessment of the eligibility/capacity of the applicant organisation to run a programme, and for those organisations who are considered eligible and can proceed to the second phase, an assessment of their programme application. In both cases the assessment will be made by the grant committee for the Danish Disability Fund.

Their assessment of eligibility will be based on three key documents:

- **Expression of Interest (Eoi)** made by the applicant organisation and containing an outline of their programme idea, partner profiles and description of their own capacity (by 1 March 2024);
- **Track Record Document** with an overview of the organisation's track record in relation to turnover, partnerships, comments from the grant committee, key findings in project evaluations and organisational reviews (By 1 March 2024);
- **Capacity assessment** undertaken by external consultants (March-April) and **management response** from the organisation (mid April and mid May).

These TOR concern the capacity assessment which will serve as a key source of information feeding into the overall assessment of eligibility made by the DPOD grant committee.

2. Objective

The capacity assessments serve two purposes. First and foremost, they will provide DPODs Grant Committee with the necessary information and documentation to assess the four applicant organisations' eligibility and capacity to implement a programme grant. Secondly, the consultant should serve as a 'critical friend' who can help the applying organisations to reflect on and develop ideas for how to strengthen capacity in areas with gaps or limited experience. The consultant should also bear in mind, that first time applicants to the programme cannot be expected to have full programme capacity from the onset but will be expected to develop this gradually building on existing capacity and their plans for how to address capacity gaps.

The capacity assessments shall:

- o Document the individual applicant organisation's existing professional, organisational, and administrative capacity as a basis for transitioning into a programme agreement, considering its past track record and the existing and planned portfolio of the organisation.

- This includes an assessment of the organisation's financial management, and management and prevention of irregularities. As the organisations are all recipients of funds from the Danish National Lottery Fund, they are all subject to a more comprehensive auditing process which includes the Danish SOR standards 5, 6 and 7. The assessment will therefore not focus on the financial management of the overall organisation but the financial management of their international development collaboration in the Global South.
- Document how the partner organisation's mission and core competences are aligned with the programme idea, including their reflections on the added value and/or potential challenges the collaboration with the applicant organisation could bring about.
- Address 2-3 organisation-specific issues selected for the assessment.
- Provide recommendations for measures that will strengthen capacity or fill identified capacity gaps.

The consultant's capacity assessment report shall present a substantive analysis and clear recommendations for the applicant organisations to address and respond to, when preparing and submitting their individual **Management Response** and **Programme Document if they are assessed eligible to apply**. The report will be used as a key document in DPODs grant committee's decision on the eligibility of the applicant to apply for a programme within the framework of the Disability Fund. The capacity assessment will however, not influence the amount which may be granted, as first-time applicants to a program will not be exposed to competition. Instead, the programme funding will be calculated on the basis of the average annual turnover of the organisation over the past three years.

3. Scope of work

The capacity assessment must be based on the assessment criteria for programme eligibility. The 8 overall criteria are listed below – pls see annex 1 for a full list of overall plus sub-criteria.

1. Relevance of the overall programme idea
2. Relevance of programme partners
3. Relevance of partnership approach
4. Organisational and professional capacity of the applicant
5. Financial management, and management and prevention of irregularities
6. Analytical capacity
7. Ability to deliver and document results, and to generate and utilize learning
8. Engagement and communication

In addition to the criteria above, 2-3 organisation specific topics will be identified by DPOD and the applicant organisations as part of developing the Track Record Documents in early 2024. These topics must be addressed separately at the end of the report.

The aim is to analyse and document the applicants existing capacity to manage development interventions, and to provide recommendations for measures that will strengthen capacity or fill capacity gaps in relation to being able to unify and manage a larger project portfolio in a coherent programme.

The individual capacity assessment reports must be structured according to the standard report format (annex 2). DPOD's Programme Guidelines (draft version) and the full assessment criteria for eligibility (annex 1) constitute the primary points of reference.

4. Method

The capacity assessments and financial inspections will include, but not necessarily be limited to, four main methods desk review, interviews with relevant stakeholders, partner interviews / surveys as well as a debriefing workshop.

1. **Desk review of relevant documents:** The Expression of Interest and Track Record Documents will be provided by DPOD, all other documents by the applicant organisations. These include
 - Organisational assessments of the Danish organisation and of the proposed South partners – where available,
 - Financial monitoring reports from DPOD
 - Latest project evaluations, management response and final reports
 - Development strategy, partnership strategy or similar guiding their international development collaboration,
 - Guidelines and procedures guiding the financial and project management of grants.
2. **Group and individual interviews with relevant stakeholders:** This should at least include:
 - Applicant organisation staff, board and volunteers
 - Relevant networking partners including regional and world disability federations, possibly Nordic partners
 - Relevant DPOD staff, including controller.
 - DPOD grant consultants.
3. **Partner interviews / survey / field visit:** The partner assessment can be made as online interviews or survey with all or a representative selection of partners, and/or possibly by teaming up with local consultants with local knowledge and relevant competencies to conduct field visits and interviews. Since all four organisations are first time applicants to the program modality, the capacity assessment does not necessarily need to include partner- or field visits to the Global South, as the focus is on the capacity of the Danish applicant organisation and on getting input from a broad range of partners.
4. **Debriefing workshops:** Should be held with each of the applicant organisations and DPOD to present the draft report. The applicant organisation should include relevant members of the board, staff, and volunteers, and DPOD should include relevant staff. The draft report must be shared with DPOD and the applicant organisation no less than three days before the debriefing workshop.

5. Deliverables and timing

The timeline for the whole programme application and assessment/approval process is tight throughout 2024 in order to enable the start of programmes in the first quarter of 2025. To facilitate and speed up the work of the grant committee, we suggest that the four capacity assessments are done in two batches, with batch one during April and batch two during May. DPOD has developed detailed timelines with the four member organizations applying for a programme. The timelines are an annex to the contract between DPOD and the selected consultant, named "Bilag 4 - Tidsplan for kapacitetsanalyser Lev, DDL, DBS, DHF".

Deliverables and suggested dates include:

- **Introductory meeting:** Meeting **on April 2nd** between DPOD and the selected consultant.
- **Draft Reports:** A draft Capacity Assessment Report to be presented to the individual applicant organisation, DPOD, and other relevant stakeholders, outlining the preliminary findings, conclusions and recommendations. (no later than 2 days before the debriefing workshops – ie. no later than noon on **April 25 for Lev, April 29 for DDL, May 15 for DBS and for DHF**).
- **Debriefing workshops.** An individual debriefing workshop shall be held to present the main findings, conclusions and recommendations to the applicant organisations as well as to elaborate further on findings and comments to the report. Workshops to take place on **April 29 for Lev, May 2 for DDL, May 17 for DBS and May 16 for DHF**.
- **Final Capacity Assessment Reports:** The final reports shall contain a substantive analysis of the existing capacity (cf. the criteria for eligibility), and of organisation-specific issues drawing from the Track Record Document, as well as reflect on the inputs given at the debriefing workshop. (**April 30 for Lev, May 3 for DDL and May 21 for DBS and DHF**).

Moreover, the following formalities must be observed:

Maximum 15-20 pages excluding annexes.

Structured in accordance with the standard report format (presented in annex 2).

Include an executive summary of maximum three pages summarising main findings and recommendations.

Include clear recommendations in response to key findings.

Include the following annexes: ToR, list of persons interviewed, documents consulted, and other relevant annexes identified by the consultant.

Final Capacity Assessment Reports to be approved by DPOD.

6. Management of the capacity assessment

DPOD is commissioning the assignment, and DPOD management is responsible for contractual issues, for signing the ToR and for the final approval of the capacity assessment report. Payments and contractual matters related to the local consultants are handled by the contracted consultant.

The appointed DPOD advisor is responsible for briefing the consultant about the task and supporting day to day management issues.

The lead consultant is responsible for quality assurance of the reports and for making sure that the reports follow the set report format.

7. Budget

The budget is regulated and approved by DPOD after proposal from the consultant. Within the absolute ceiling of **DKK 499.999** all-inclusive the assignment will have to be planned and invoiced within this absolute amount.

The budget covers the following:

Consultant's Fee	
Travel cost (in Denmark)	
Travel cost, accommodation, per diem or other reimbursables applicable to local consultants abroad.	
Other cost (specified)	
Total amount	

The consultant's fee is an all-inclusive flat rate (VAT included) for the assignment based on the estimated days to be used. A detailed account of reimbursables shall be submitted to DH.

8. Submission of tender

Consultants who wish to make a bid for the assignment should send CVs for members of the team involved in the assignment and a brief tender outlining the:

- Brief presentation of the team and its members reflecting their capacity, experience and perceived ability to perform the task (attach CVs of no more than 4 pages each) (60%)
- Approach for how to address the assignment including how to involve South partners and how to do quality assurance of reports and to ensure a similar assessment across organisations if done by different team members (30%)
- Proposed tentative workplan (5%).
- Budget for the assignment. (5%)

The tenders will be assessed on the basis of the four criteria above and weighted as indicated above. When sending tender kindly also confirm availability of the consultants.

Annex 1: Assessment criteria – eligibility to apply for a programme. Guideline to DPODs Grant Committee

The criteria presented below are used to assess whether applicants are eligible for applying for a programme in the Disability Fund.

The assessment will be based on the **Expression of Interest (EoI)** by the applicant, the external **capacity assessment / financial supervision**, the **Management Response** by the applicant to the capacity assessment, and the **track record** produced by DPOD and the applicant.

The assessment will make use of a set of sub-criteria which will be scored by applying rating scale 'LEADS', allocating scores from 1 (poor) to 5 (excellent).

LEADS stands for:		Score	The score is given, when there is
L	Little action/evidence	1	Weak indication that supports the criteria
E	Some Evidence	2	Some indication that supports the criteria
A	Action taken	3	Indication that supports the criteria
D	Developed	4	Solid indication that supports the criteria
S	Sustainable	5	Comprehensive indication of implementation and/or indication of an established approach/system in supporting the criteria

Based on an overall assessment, the applicants will be assessed as either **a) eligible for applying for a programme, b) partly eligible, or c) not eligible.**

The weight of the individual score (appearing under each sub-criteria) is indicative and to be used when making the overall assessment. The score can also be used as a baseline for the applicant to determine areas for improvement.

The Assessment Committee has the option of setting conditions as well as giving recommendations. The conditions are set in case of partly eligibility and refer to aspects of the Expression of Interest and/or the Management Response, which the applicant must improve within maximum two weeks. If the conditions are met, the applicant will obtain full eligibility. The recommendations are forward looking and relate to areas that need to be enhanced and appear in the programme application.

<p>STRATEGIC RELEVANCE</p> <p><u>Assessment of</u> the strategic relevance of the overall programme idea, the partnership approach and the suggested programme partners – in terms of working towards a shared goal of positive and sustainable impact for persons with disabilities.</p>	
<p>Criterion 1: Relevance of the overall programme idea</p> <p><i>The applicant must present a relevant strategic programme objective which contributes to strengthening the disability movement, thus contributing to lasting positive changes in living conditions, participation, and inclusion of persons with disabilities.</i></p> <p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Level of coherence between the overall programme objective and the purpose of the Disability Fund. - Extent to which the proposed programme idea is based on experiences, existing professional competences, lessons learned, and results achieved in previous interventions. <i>If new programme countries or new strategic intervention areas or approaches are introduced, the choice of integrating these into the programme must be justified. If the programme includes fragile contexts, the applicant must demonstrate ability to operate in such context.</i> 	<p>Documentation:</p> <ul style="list-style-type: none"> • EoI • Guidelines for the Disability Fund
<p>Criterion 2: Relevance of programme partners</p> <p><i>The applicant must present partnerships that are relevant to the program and contribute to the development of a strong, independent, vocal, and diverse disability movement in the Global South.</i></p> <p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Relevance of the proposed partner portfolio, including their mission and mandate, their overall expertise, expected contribution, and added value to the programme and the development the disability movement in the Global South. <i>If the programme includes new partners, the choice of integrating these into the programme must be justified.</i> 	<p>Documentation:</p> <ul style="list-style-type: none"> • EoI • Capacity Assessment Report • Management Response
<p>CAPACITY ASSESSMENT</p> <p><u>Assessment of</u> the existing capacity and perceived capacity of the applicant organization to manage a coherent program including ability to provide analysis, learning and delivery of results.</p>	
<p>Criterion 3: Relevance of partnership approach</p> <p><i>The applicant must demonstrate a partnership approach that accommodates the strengthening of capacity, local ownership and local leadership of partner organisations.</i></p> <p>The assessment is based on the following sub-criteria:</p>	<p>Documentation:</p> <ul style="list-style-type: none"> • EoI • Capacity Assessment Report • Track Record Document

<ul style="list-style-type: none"> - Track record of engaging in meaningful, mutually beneficial, and respectful cooperation with partners and working towards a shared goal of positive and sustainable impact for persons with disabilities and their organisations. - Relevance of approaches used to strengthen organisational capacity, ownership and local leadership for partners in the programme (including strengthening of decision-making power and transfer of funds to local partners). 	<ul style="list-style-type: none"> • Management Response
<p>Criterion 4: Organizational and professional capacity of the applicant</p> <p><i>The applicant must demonstrate presence of human resources and systems/procedures to enhance effectiveness and efficiency, and ability to apply these as part of a coherent programme.</i></p> <p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Qualified human resources and effective management guidelines and procedures for programme cycle management - Efficient institutional support for and integration of international development cooperation in the applicant organisation. 	<p>Documentation:</p> <ul style="list-style-type: none"> • Eol • Capacity Assessment Report • Track Record Document • Management Response
<p>Criterion 5: Financial management, and management and prevention of irregularities</p> <p><i>The applicant must demonstrate human resources and systems/procedures to enhance financial management, and a plan for the implementation of anti-corruption and PSHEA policies at partner level.</i></p> <p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Existence and effectiveness of financial and administrative control systems and procedures required to manage DPOD grants - Efficiency of systems and procedures to monitor financial and administrative management by partner organizations - Implementation (current or planned) of anti-corruption and PSHEA policies at partner level, to prevent, disclose and actively follow up on irregularities. 	<p>Documentation:</p> <ul style="list-style-type: none"> • Eol • Capacity Assessment Report • Report from financial supervision • Track Record Document • Management Response
<p>Criterion 6: Analytical capacity</p> <p><i>The applicant must demonstrate capacity to carry out comprehensive context, stakeholder and risk assessment analysis, and ability to adapt to changing contexts.</i></p> <p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Existence of guidelines for carrying out comprehensive context, stakeholder and target group analysis as a basis for programme design and planning. - Existence of guidelines for thorough risk management, covering both risk analysis and strategies for mitigation of contextual and programmatic risks. 	<p>Documentation:</p> <ul style="list-style-type: none"> • Eol • Capacity Assessment Report • Management Response
<p>Criterion 7: Ability to deliver and document results, and to generate and utilize learning</p> <p><i>The applicant must demonstrate capacity to operate results frameworks and deliver and document results at outcome level. Further the applicant must demonstrate ability to generate and utilize learning to inform programme strategies and approaches across partners and intervention contexts.</i></p>	<p>Documentation:</p> <ul style="list-style-type: none"> • Eol • Capacity Assessment Report

<p>The assessment is based on the following sub-criteria:</p> <ul style="list-style-type: none"> - Existence of effective results-based management systems and track record of delivering and documenting results at outcome level – together with partners in the Global South - Existence of effective procedures and systems for generating evidence-based learning from implementation, reviews, evaluation etc. (including learning from failures/non-achievements), and track record of applying learning. 	<ul style="list-style-type: none"> • Track Record Document • Management Response
<p>Criterion 8: Engagement and communication in Denmark</p> <ul style="list-style-type: none"> - Track record of engaging internal stakeholders (members, board, etc.), and informing the Danish population about the international development collaboration. 	<p>Documentation:</p> <ul style="list-style-type: none"> • EoI • Capacity Assessment Report • Track Record Document • Management Response

Annex 2: Capacity Assessment Report format

The following outlines the required report format. The numbers in parentheses refer to the assessment criteria.

Executive summary

Reflecting main findings, conclusions and recommendations structured according to the programme eligibility criteria, as well as main findings, conclusions and recommendations in relation to the three organisational-specific issues.

List of abbreviations.

1. Introduction

2. Capacity assessment – analysis and findings

2.1 Relevance of partnership approach (3)

Analysis of the applicant partnership approach and how it accommodates the strengthening of capacity, local ownership and local leadership of partner organisations representing persons with disabilities and their immediate relatives (i.e. Organisations of Persons with Disabilities, OPDs).

2.2 Organisational and professional capacity of the applicant (4)

Analysis of human resources and systems/procedures of the applicant organisation and how these enhance effectiveness and efficiency in programme management, including the ability to operate a strategically focused programme. Moreover, an analysis of the applicant capacity to / strategies for engaging relevant groups/stakeholders within its own organisation and in the Danish society at large on the cause at focus in the programme.

2.3 Analytical capacity and ability to generate and utilize learning (5)
Analysis of the applicant capacity to carry out comprehensive context and stakeholder analysis and risk assessment, and to generate and utilize learning to inform programme strategies and approaches across partners and intervention contexts.

2.4 Delivering and documenting results (6)
Analysis of the applicant's capacity to operate results frameworks jointly with partners and deliver and document results at outcome level in a cost-effective manner.

3. Assessment of strategic relevance – analysis and findings

3.1 Relevance of the overall programme idea (1)
Analysis of coherence between the overall programme objective, the applicant's international strategy, and the purpose of the Disability Fund, and of the extent to which the proposed programme context, and strategic intervention areas and approaches are based on experiences, existing professional competences and results achieved in previous interventions.

3.2 Relevance of programme partners (2 and 3)
Analysis of the proposed partnerships and their relevance to the program, including the partner's contributions (core expertise, networks and alliance partners etc.) and the applicant organisation's added value to the work of the partners.

4. Assessment of the organisation-specific issues (see TRD)

Analysis and presentation of findings and recommendations.

5. Conclusion and recommendations

5.1 Capacity assessment of applicant (separate conclusions and recommendations on criteria 3-6)

5.2 Assessment of strategic relevance (separate conclusions and recommendations on criteria 1-2)

5.3 The organisation-specific issues for review (separate conclusions and recommendations)

6. Annexes

6.1 ToR,

6.2 List of persons interviewed

6.3 Documents consulted,

6.4 Other relevant annexes identified by the consultant