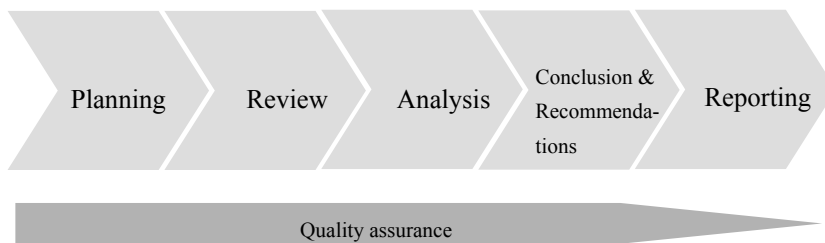


Annex 3

Method

Diagram 1, illustrates the different steps of our method. Each step is described briefly below.



Planning

Initial contact will be held with representatives from the organisation in order to collect information from the various stakeholders and to outline the final scope of the project. Included in this step is the identification of relevant documentation to be collected during field studies (e.g. Code of Conduct, Sphere Standards and other relevant guidelines). Key individuals are identified and meetings are scheduled. An important part of the planning phase is Deloitte's cooperation with the humanitarian aid expert Björn Ternström, who provides our team with expertise in the area of humanitarian assistance. Deloitte will work closely together with a humanitarian aid expert when developing the work plan and the questionnaire. Questionnaires to be used during the on-site interviews with representatives of the organisation (as well as other relevant organisations and stakeholders) will be established, based on the request and scope presented in the ToR, information available in Deloitte's knowledge database regarding best practice, as well as complementary information from humanitarian aid experts and Sida.

Review

The objective of the review is to gather relevant documentation identified in the planning step. Obtained information will be used during the analysis phase, which is further detailed below. In order to get a comprehensive understanding of the current organisational and financial structures of the organisation, meetings will be held with key personnel in

Sweden, Malawi and Austria. Primary focus areas are the organisations' respective capacity with regards to their internal structure and their respective ability to implement humanitarian programmes in accordance with Swedish policy.

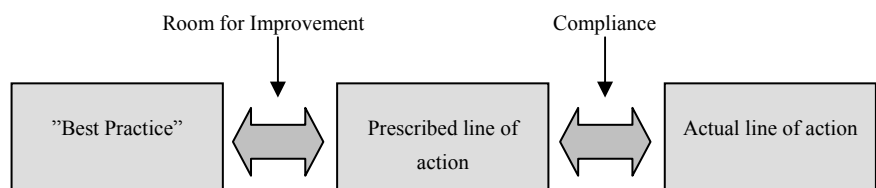
As described in the ToR, the study includes following focus areas:

- *Organisational structure*
A comprehensive review of material and data withholding information as to the organisation's current structure and development will be performed. Further, an extensive mapping of the organisation's involvement and participation with other national/international organisations will be performed and analysed.
- *Management of activities*
By reviewing and collecting documentation from previous and current activities, conclusions will be made as to their effectiveness, degree of fulfilment, method of work, and alignment with best practice.
- *Administrative systems and routines & Personnel and administration*
These areas will be reviewed based on the Deloitte Internal Audit Method, which contains a structured method on how to assess the control structure within administrative and finance related processes. Naturally, the approach will be adapted to the delimitations and focal points presented in the ToR.
- *Financial control*
A comprehensive review will be made, focusing on the existence of formal documentation, collecting information regarding cash management, audit trails, and the financial control environment.

We believe that numerous interviews will be necessary to perform in order to reach valuable conclusions and formulate areas of improvement for the organisation. We intend to conduct as many interviews as possible in person. However, if some of the relevant individuals would be located in other regions we may also conduct interviews via telephone. We believe that the key employees are situated in Sweden, Malawi and Austria. Apart from employees within the organisation we believe that it is necessary to interview key individuals in other relevant organisations and stakeholders (such as Sida, the UN and local authorities) in order to assess whether the organisation's objectives have been met, and if not, why.

Analysis

Information obtained from the field studies will be analysed based upon prior experience, "best practice", and applicable analysing methods such as the SWOT-analysis. These tools will enable us to present our findings and recommendations in a practical, clear, and useful manner. Our general approach is described in diagram 2:



The analysis will emphasise, not only the strengths and weaknesses of the focus areas mentioned in the review-chapter but also on current and future capacity of the partner organisations to successfully implement humanitarian programmes as well as how to enhance current performance.

Our methods include a comparison between on site observations and information gathered during the review phase. This comparison will primarily serve as input when evaluating the validity of the organisational structure (both in Sweden, Malawi and Austria) and while analysing the administrative systems and routines.

Information gathered with regard to the current network status of the organisations will be used in order to determine and evaluate their positions as to size and interdependence. The analyses of their current networks will determine whether or not these networks need to be further elaborated and/or needs to be redesigned.

Furthermore, the analysis will focus on current cost effectiveness and adherence to applicable policies. This will be done in order to determine management proficiency, result of work, and the suitability of current administration systems.

Conclusions and Recommendations

Observations and recommendations will be concluded in a draft report which is to be discussed with representatives from Sida as well as the reviewed organisation before the final report is completed. A humanitarian aid expert will take part in this phase to further validate our conclusions and recommendations. If requested, a concluding meeting will be held in Sweden. Based on our experience from similar engagements, we recommend that regular communication is held between our team and Sida representatives to continuously discuss project status.

Reporting

Once we have validated and quality assured preliminary findings with senior management and relevant stakeholders, a draft report will be sent to Sida and the reviewed organisation. A final report will be presented to Sida no later than two weeks after received comments.

Quality Assurance

Quality assurance is an integrated part of the review. Our quality assurance covers our whole approach from planning to reporting. Responsible for this work is Michael Bernhardt. Deloitte also puts great emphasis on communication. We will during the whole project communicate preliminary conclusions and planned action with Sida and the reviewed organisation to avoid expectation gaps between expected and actual outcome.