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PROGRAMME GUIDELINES
THE CIVIL SOCIETY FUND

CISU CIVIL SOCIETY IN DEVELOPMENT

CONTENTS

SUPPORT FOR PROGRAMME

PROGRAMME PRINCIPLES 3

TO BE A PROGRAMME ORGANISATION 5

- Reflections prior to programme application 5
- Preconditions for programme applications 5
- Countries 6
- Partners 6
- Strategic framework and ToC 7

ASSESMENT CRITERIA 8

- Adaptable requirements 8
- Assessment and scoring system 9
- Applicant's remarks 9
- Scoring procedure 9

APPLICATION PROCESS 10

- Step 1: preparations programme process (until February 1) 10
- Step 2: assessment programme eligibility (from February 1 to May/June) 12
- Step 3: programme application assessment (from May/June to December) 12

GRANT CEILINGS AND PRINCIPLES FOR COMPETITION FOR FUNDS 13

- How much funding is available? 13
- Additional grant 14

SELF-FUNDING 14

DOCUMENTS USED IN APPLICATION PROCESS 15

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SUPPORT FOR PROGRAMME

AMOUNT FROM DKK 3 TO 15 MILLION PER YEAR.

Support for Programme is a funding modality in the Civil Society Fund (CSF). The introductory pages in the Guidelines for the CSF (paragraphs 1-3) also applies to Support for Programme.

Support for a Programme is available for organisations whose cooperation and projects with partners has a track record of results and proven capacity to manage large grants. A programme grant expands an organisation's scope for engaging in focused, flexible, and long-term partnerships. This serves to ensure a far-sighted strategic approach to development cooperation.

The objective of Support for Programme is to assist the recipient Danish organisation and its partners in contributing constructively as active civil society actors in their respective contexts, drawing upon their proven professional capacity, while they make efforts towards greater financial sustainability by strengthening their financial capacity with diversified funding strategies.

This objective can be achieved through programme grants that pave the way for integrated interventions, leading to greater impact, and more synergy and cooperation with partners. Support for Programme is to be applied for by organisations whose work has a strategic focus (geographically, thematically and/or sector wise) that makes it relevant to combine their activities, or parts thereof, into a single programme rather than carrying out a string of piecemeal projects.

Thus, a programme is expected to have a strategic focus that brings together an array of specific interventions within a shared framework. For instance, a geographical focus may entail better utilisation of knowledge built about special conditions in a particular country or region. A thematic focus may aim to make the most of experiences and methods from special areas of intervention (e.g., mobilising rural workers or supporting and meeting the special educational needs of children with disabilities). This serves to improve activities, as it becomes easier to identify and use professional knowledge. Such a strategy may well be based on experiences and contacts accumulated in connection with previous individual project grants.

PROGRAMME PRINCIPLES

A programme approach allows for greater attention to innovate and deepen partnership and professional competencies and should encompass the following principles:

- **Partnership relations**: enhancing the local partner's role in civil society and/or expanding its web of relations together with and in favour of other civil society actors. This might consist of developing new approaches to advocacy or social accountability, or of entering new national or international networks or forums, where relevant authorities (duty bearers) can be held to account for the issue being addressed. Rather than devoting most of partnership energy to day-to-day project implementation, attention can be gradually shifted towards wider strategic subjects related to the role of civil society, as the partners have come to build mutual trust and understanding. A programme approach also makes it viable to work with a somewhat wider array of partners, some of which will have more experience and capacity, while others will take on a range of more fundamental tasks. A programme can enable dynamic learning across such a diversity of partners.

- **Local Leadership**: a programme approach should strengthen the different dimensions of local leadership including ownership for southern partners, coordination, capacity development, and financial transfers to local partners. Read more about Local Leadership in **CISU Guidance Note on Local Leadership**.

- **New strategic approaches**: developing new strategic, professional, and innovative approaches within the field of work to continuously improve programme endeavour.

- **Synergy**: strengthening partnership synergies and collaboration should also encompass efforts to obtain complementary resources, including financial support. This applies both to the Danish organisation and to local partners to improve both the impact and the sustainability of the partnership and its activities. This also concerns the partners' and other actors' capacity to continue pursuing their goals and visions after an intervention has been completed.

- **Strategic focus**: a programme will often be strategically focussed towards the 'organisational capacity' and 'advocacy' corners of the Development Triangle. Since the Danish organisations' local partners typically have developed capacity to manage funds for projects and activities prior to the approval of a programme grant, it is quite possible that they can rely increasingly on other sources of finance and initiatives for their strategic deliveries.

- **Trust and track record**: the approval of a programme grant is based on the Danish organisation and its partners having demonstrated, through their project and programme work, that donor funds are clearly managed as per the signed agreements and the guidelines in force. Accordingly, a programme grant is an expression of trust that fundamental working procedures and management systems are in place, thus sending an important signal to other donors who might want to co-finance the development work of the applicant organisation and its partners. Taking on a programme modality should therefore contribute to the applicant organisation assuming greater responsibility for planning its own development work, developing its own solid professional foundation, and forging strong partnerships. Similarly, the organisation in charge, must establish the systems required to administer, monitor, and report on the development interventions to be contained within the programme.

The Assessment Criteria looks into the capacity of the Danish organisation and its partners on all the above programme principles.

TO BE A PROGRAMME ORGANISATION

The ways in which programme support differs from project support include:

- **Predictability**: Four-year strategic framework with annual funding commitments.
- **Flexibility**: Ample scope for adjusting the strategic approach and parts of the budget in response to changes in the context.

A programme does not per se imply a higher amount of funding from the CSF, but the applicant organisation gets the opportunity to plan its interventions with partners in a more focused and flexible manner.

It is possible to apply for a programme either for the first time or as a continuation of an ongoing programme.

- A **first-time programme** is for organisations that have administered a sizable project portfolio under the CSF for some years, largely with the same partners. Against the background of such experiences and a proven track-record, it is possible to apply for a programme with a four-year horizon. The programme must be based on a Theory of Change (ToC) that explains how the activities and partners involved are interconnected and synergistic. There is also a requirement for gradual phase-in of a certain level of self-funding. For first-time programme applications, CISU must be consulted one year prior to the programme application process for everyone to have sufficient time for preparations.

- The **continuation of an ongoing programme** is for organisations that have a programme grant being implemented under the CSF and wish to continue the programme, building upon the experiences gained. It is possible to apply for a four-year extension of a programme based on a ToC that enhances and refines the activities, as well as documentation that the required self-funding has been phased in, in addition to a plan for future self-funding.

PRECONDITIONS FOR PROGRAMME APPLICATIONS

The following preconditions apply to Support for Programmes:

- An average of at least DKK 3 million in annual CSF grants over three full financial years preceding the application.
- Proven capacity to implement, monitor, and manage project grants by the CSF, or equivalent.
- A financial plan on how to comply with own-financing.

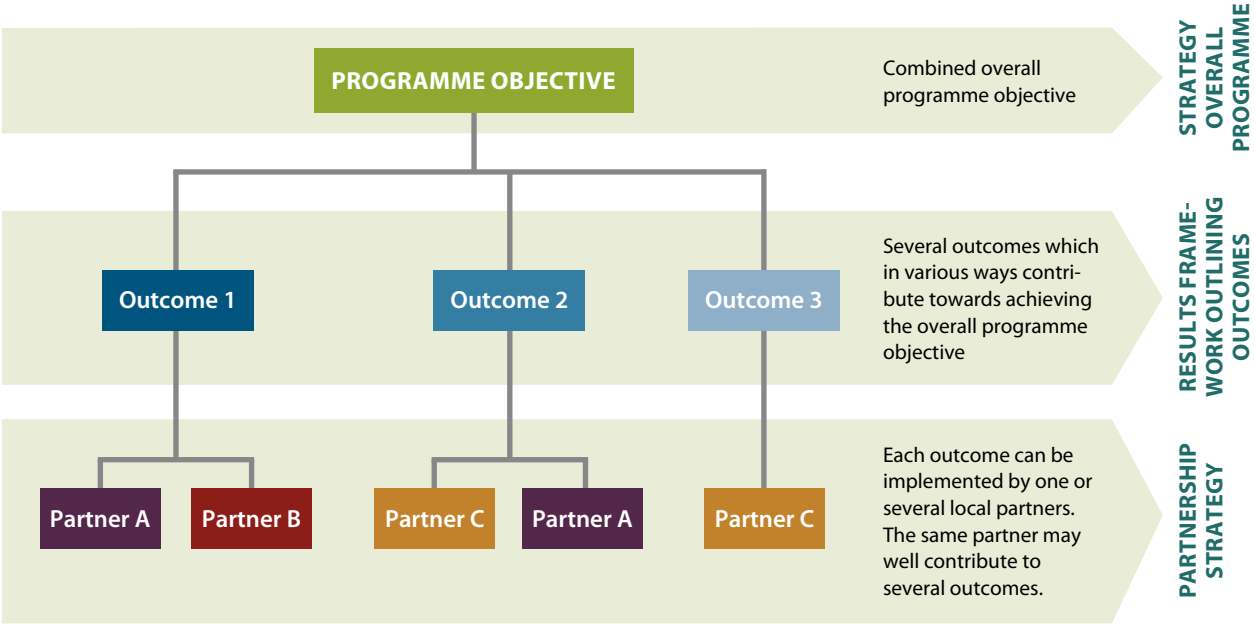
REFLECTIONS PRIOR TO PROGRAMME APPLICATION

A programme application will often follow the structure presented in the chart below. A string of different interventions must fit within a single overall framework with clear and connecting goals. Sometimes they can be organised into a small number of outcomes, as illustrated in the figure.

Organisations that have implemented a sequence of individual projects, should consider whether there is a sufficiently strong common denominator that cuts across all of those. A programme application will typically contain several outcomes, and these will be expected to contribute clearly towards the overall programme objective pursued throughout the programme. Likewise, it must be evident how each of the participant partner organisations stand to gain professionally and strategically from the cooperation contained within the programme.

A clear strategic common denominator will make it easier to design meaningful indicators and a monitoring system, which – spanning the whole range of outcomes – can measure how the programme is advancing towards the overall programme objective. Furthermore, a programme approach makes it possible to address global and/or thematic issues, where local activities are complemented by wider efforts to ensure that the interests of the poor and marginalised are represented in international forums. All programme partners are expected to be engaged at the overall programme level, though it must be acknowledged that partners differ in their strategic aims, geographical coverage, and capacity. Accordingly, it is natural if they get involved to varying extents.

STRATEGIC FOCUS



COUNTRIES

A programme will primarily build upon existing experiences of partners and countries. This serves to ensure that the Danish organisation and its local partners can incorporate what they have learned from previous interventions, both in regard to the country context and intervention methodologies. This is a good starting point for designing a more strategic approach, but it is not obligatory to carry on all ongoing partnerships and countries of cooperation in a programme setup. In some cases, it makes sense to invite new partners to join in to improve outreach to priority target groups and to unleash new dynamics by drawing on other experiences and methods.

New countries and/or partners can thus be included in the programme application if the applicant can demonstrate good knowledge of the new context and/or partner. When breaking new ground in this manner, it is important to address the challenges regarding financial sustainability. If the share of spending on new countries/partners exceeds 25 percent of the total programme costs, additional justification is required. Examining whether such an expansion is warranted must feature as a subject in the Terms of Reference (ToR) for the external consultancy to be conducted prior to the actual programme application, and the conclusion must have been in the affirmative.

The country context is a major factor in choosing the local partner and in designing the implementation of interventions. It is essential that the application demonstrates thorough knowledge of local conditions for civil society organisations, and that the programme strategy and ToC stems from the reflections that have preceded the choice of areas of intervention.

The **Guidelines for the CSF** as well as the **thematic paper on Nexus** elaborate on the special conditions that apply conducting interventions in fragile contexts, including greater flexibility in the assessment of interventions in fragile contexts, which is also explicitly stated in the **Assessment Criteria**.

PARTNERS

The aspiration to take on a programme approach must start from the needs, capacities, and interests expressed by the partners. Programme organisations are expected

to strengthen local leadership of local partners within the programme period – see **Guidance Note on Local Leadership** on how to apply local leadership in a programme. A programme will typically encompass an assortment of partner organisations, who will often have varying capacities and whose organisational structures and areas of intervention will diverge. It is important that partners see the programme approach as beneficial to their own organisation and work, and that cooperation modalities have been thought through and designed to take account of partners' differences, including how to settle disagreements and conflicts if they arise.

Unless the local partners have shared values and common interest in programme cooperation from the outset, there is a risk that their programme participation is primarily motivated by cooperation with the Danish organisation rather than by forging closer and wider contacts to the other programme organisations. This could be detrimental to the programme's sustainability and chances of creating synergy. It is thus important that programme partners have discussed and clarified each other's expectations, roles, and responsibilities beforehand, to be able to confront challenges and obstacles. All partners are expected to become engaged in the programme, complementing each other, each organisation with its unique contribution corresponding to its professional capacity and geographical coverage. Project implementing organisations that consider applying for a programme grant in the future have the option of applying for a **Capacity Assessment** or minor project intervention to prepare for a programme.

All programme organisations and partners are required to have incorporated and implemented **Safeguarding (Prevention of Sexual Exploitation and Abuse (PSHEA), and child protection) policies and procedures/mechanisms**, including training, and ensuring implementation at partner level and externally/internally.

STRATEGIC FRAMEWORK AND TOC

A programme involves an ambition to pursue new paths and try out more flexible methods regarding partnerships, strategy, and funding. Compared to projects, a programme approach calls for placing greater emphasis on how partners cooperate and on how the different interventions are interconnected so that the various individual contributions carry greater weight in pursuit of the programme objective. To confirm that the scope and direction match the ambitions, and to ensure connectedness and understanding of the logic throughout, a programme application must set out a strategic framework in terms of a ToC and a Results Framework (see **Guidance Note on Theory of Change and Results Framework**). A ToC starts from a thorough context and stakeholder analysis, and an outline to map out the cause-and-effect chain on how ac-tivities are foreseen to create immediate outputs which, in turn, lead to long-term outcomes.

The ToC must also clarify the roles of the various partners and stakeholders in each of the planned interventions. And it must be stated which resources (such as financial support and professional competencies) are at stake in each area, also with a view to securing greater donor diversification for partners. Moreover, a ToC can also help communicate the programme rationale to a wider audience.

A ToC must be in place both for the overall programme and for its sub-components. CISU does not insist on any format for a ToC but has drawn up a **Guidance Note on Theory of Change and Results Framework** to provide a framework for the application process. Regardless of how the programme's strategic framework is presented, it is important that local partner organisations are involved and contribute to preparing it. It is also important to explain how the ToC can be periodically adjusted and updated taking experiences and lessons learned into account.

ASSESSMENT CRITERIA

All programme applications will be assessed according to the same criteria, albeit with some variations for first-time applicants. The criteria revolve around three main areas, each of which has a professional focus. These derive from the assessment criteria for CSF Development Interven-tions and elements from the Danish Ministry of Foreign Affairs (DMFA) criteria for Strategic Partnerships.

Accordingly, they are, on the one hand, an extension of the criteria that first-time programme applicants will already know in relation to project grants, and, on the other, designed to match the DMFA criteria for a Strategic Partnership, which is of interest to those who, over time, want to become eligible for a Strategic Partnership with the DMFA.

ADAPTABLE REQUIREMENTS

Adaptable requirements imply that the assessment will take account of the intervention's financial scale, the capacity of the applicant organisation, local partners, and other actors, as well as the applicant's **track record** of previous grants from CISU and the DMFA. Accordingly, a programme application will be assessed in view of the budget size. The larger the budget, the stricter the requirements. Likewise, more will be demanded of organisations that have longer experience and have administered more grants from CISU and the DMFA compared to those that have less experience and have received fewer grants from CISU and the DMFA.

AREA	PROFESSIONAL FOCUS
Strategic relevance	**Why is the programme relevant for civil society? Assessment of strategic relevance of the programme and partnership approach.** Strategic relevance looks at what the programme seeks to achieve and how this is strategically relevant to civil society in the contexts it is implemented. Central to the relevance of partner organisations and networks is their ability to relate local priorities with the Sustainable Development Goal (SDG) agenda, and their efforts to build on the results achieved in previous projects and/or phases of the programme.
Capacity	**What capacities already exist: Assessment of track record and proven and demonstrated organisational capacity by applicant organisation and partners.** Capacity assessment has a professional focus on the Danish organisation's competencies, popular engagement, practice, systems, and on learning and innovation, as well as the participating partners' and other actors' legitimacy, experience, capacity, and resources. In addition, it looks at what results have been achieved so far, either in relation to previous projects or in relation to previous programme phases.
Programme approach	**How the programme will be implemented: Assessment of the programme content and the methods and approaches applied.** The programme approach looks specifically at how the programme is expected to be implemented, and whether the use of Theory of Change (ToC) and the interventions that are planned to be implemented in an aggregated manner leads to partner synergies and fulfilment of programme objective (impact). There is a special focus on the strategy e.g., how the programme relates to the SDG agenda based on a human rights-based approach, and whether the development triangle has a relevant balance. In addition, it is also assessed how the programme is implemented in relation to target group composition, risk analysis, cost-effectiveness, and programme-related information work.

See detailed Assessment Criteria and explanatory notes for each criterion in a separate document.

LEADS SCORING METHOD

	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

Thus, the **Assessment Criteria** are in force for a first-time programme application as well as for an application to extend an ongoing programme, but the principle of adaptable requirements means that a less experienced applicant can, in principle, obtain a higher relative score than a more experienced applicant, even when their respective programme designs are assessed to have the same quality on a given criterion. First-time applicants are exempted from the scoring exercise, but the same criteria are used to assess and comment upon their applications.

ASSESSMENT AND SCORING SYSTEM

The assessment and scoring are carried out based on the programme application, complemented, whenever relevant, by foregoing analyses/reviews and other documents such as progress- and final reports that have been drawn up in connection with the applicant's previous interventions. Applications are assessed individually, and the final decision is based on looking at the proposal as a whole in view of the overall objective, outcomes, budget, and context, as well as the applicant organisation and local partners' capacity and track record working with CISU and/or the DMFA.

The assessment is undertaken by **CISU's Assessment System**. The Assessment Committee draws up an Assessment Note based on the criteria. A Recommendation Letter, based on the Assessment Note and Danida's assessment format, is presented to the DMFA, which takes the final decision to approve or reject a programme grant.

APPLICANT'S REMARKS

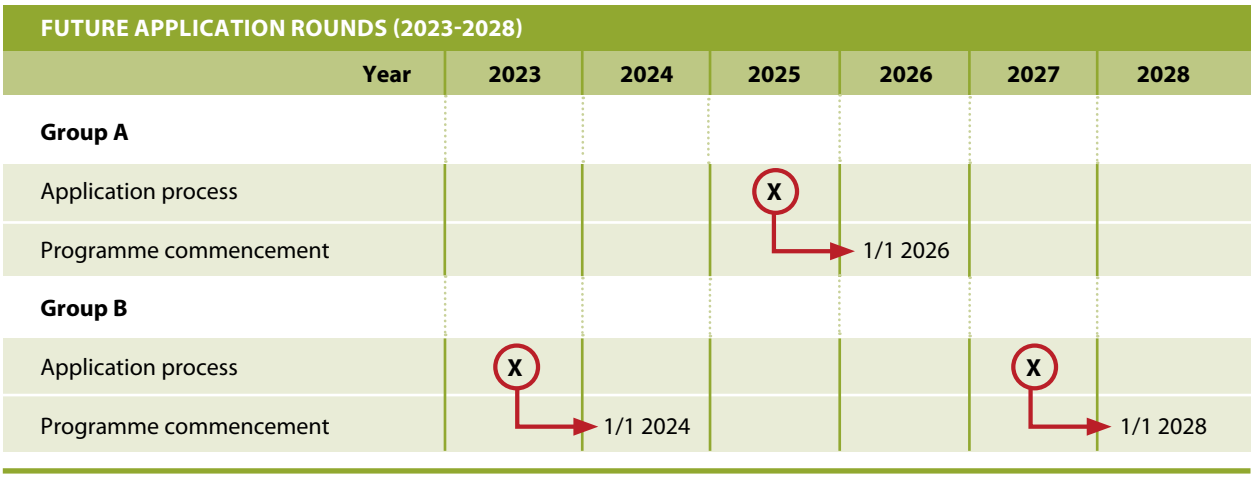
As part of the assessment process, prior to the scoring, a draft of the assessment is presented to the applicant, who then gets a chance to submit written remarks to further substantiate the assessment. Such comments enter the overall body of material that is examined for the purpose of assessing the application. To the extent that these comments are relevant, they will also be considered in the final assessment of the application and in determining the final score for individual criteria.

SCORING PROCEDURE

The three overall areas (strategic relevance, capacity, and programmatic approach) are assessed with a score pertaining to each of twelve criteria on a scale from 1 to 5 according to the LEADS method. This has been developed by the World Bank and is used in an adapted version by Danida too.

Each of the twelve assessment criteria is broken down into various subpoints though these are not used for separate scoring. Thus, the assessment is expressed in terms of a general score for each of the twelve criteria, in which the corresponding subpoints are considered. The **Concept Note and Programme Document** application

FUTURE APPLICATION ROUNDS



format outlines how applicants can make sure their application contains the information required to assess each criterion.

The Assessment Committee calibrates the scores to make it fair across the board, ensuring that scores are awarded based on a common interpretation of each criterion and of the standards that should be aimed for.

APPLICATION PROCESS

Programme applications are submitted together in groups and processed on a regular basis every two years. The idea behind everyone applying together in rounds is to avoid programme proposals being assessed one by one. Instead, the process favours simultaneous commencement and renewal of a number of programmes. This makes it possible to compare the programme proposals to one another and to ensure that applications are assessed according to uniform standards.

Since each programme phase lasts four years, individual programme holders need only to re-apply every two rounds. Programmes are thus divided into two groups (A and B) according to the time at which renewal of their four-year period is due. For newcomers, the timing of their first application will determine which group they belong to. The figure below shows the application process for first-time applicants and for current programme organisations, respectively.

STEP 1: PREPARATIONS PROGRAMME PROCESS (UNTIL FEBRUARY 1)

The preparation phase, running until February 1 in the year prior to planned programme commencement, consists of two main elements:

- The **Track Record Document (TRD)**, which is prepared by CISU in cooperation with the applicant.
- A **draft Concept Note** for the programme, which is drawn up by the applicant.

The **TRD** serves to substantiate the preparation of the ToR for either a **Capacity Assessment for Programme (CapPro)** for first-time applicants or **Review** for current programme organisations to be carried out by an external consultant in accordance with the ToR. The latter document is written by CISU with the possibility of comments from the applicant and from CISU's Assessment System. The ToR must be approved by the CISU Head of Secretariat before a contract is signed with an external consultant. Moreover, CISU will examine the financial management capacity of the Danish organisation to let the conclusions inform the overall assessment of the programme proposal.

PROGRAMME PROCESS IN THREE STEPS

	FIRST-TIME APPLICANTS	CURRENT PROGRAMME ORGANISATIONS
STEP 1: PRIOR FEB PREPARATIONS PROGRAMME PROCESS	• Track Record Document (TRD) (CISU) • Terms of Reference for CapPro (CISU) • Draft Concept Note (programme applicant) • Financial examination (CISU)	• Track Record Document (TRD) (CISU) • Terms of Reference for Review (CISU) • Financial examination (CISU)
STEP 2: FEB-MAY/JUNE ASSESMENT PROGRAMME ELIGIBILITY	• CapPro carried out (external consultant) • Final Concept Note and Management Response (programme applicant) • Concept Note is shared with the DMFA, including relevant embassies (CISU) • Assessment Committee decides on applicant's programme eligibility • Any conditions and advice are replied to (programme applicant) • Concept Note is shared with and commented by the DMFA	• Review carried out (external consultant) • Progress report is submitted and annual consultation carried out (programme applicant) • Concept Note and Management Response (programme applicant) • Concept Note is shared with DMFA, including relevant embassies (CISU) • Assessment Committee decides on applicant's programme eligibility • Any conditions and advice are replied to (programme applicant) • Concept Note is shared with and commented by the DMFA
	POSSIBLE REJECTION OF PROGRAMME ELIGIBILITY	
STEP 3: JUN-DEC ASSESMENT PROGRAMME APPLICATION	• Final programme application submitted in September (programme applicant) • The Assessment Committee's decision and assessment of the programme proposal is sent to applicant for comments (Assessment Committee) • The Assessment Committee's final assessment and scoring of the programme application (Assessment Committee) • Final approval by the DMFA	• Final programme application submitted in September (programme applicant) • The Assessment Committee's decision and assessment of the programme proposal is sent to applicant for comments (Assessment Committee) • The Assessment Committee's final assessment and scoring of the programme application (Assessment Committee) • Grant buget is calculated and adjusted based on the score (CISU) • Final approval by the DMFA • Applicant adjusts the budget to match the total amount granted (programme applicant)

See detailed **timetable on cisu.dk**

- For **first-time programme applicants**, CISU must be consulted one year prior to the programme application process to have sufficient time for preparations. First-time applicants are encouraged to carefully consider all elements of the **programme process timeline** and prepare their programme application by means of advice from CISU to fit into one of the future application rounds. Applicants that meet the requirements should, at the very beginning of the programme process, become familiar with all elements of a **programme application**. Even though the actual application is not drawn up until later, it is recommended to enter a dialogue with partners early on about the programme contents, and possibly even prepare preliminary suggestions for individual chapters in a programme application. If a capacity assessment of the applicant organisation has been carried out within the past two years, but not fulfilling all areas to be covered by the CapPro, those areas will be included in the **CapPro**. CISU draws up a **TRD** and ToR for an external consultant who conducts a **CapPro**.

- For **organisations with a current programme grant**, CISU draws up an up-to-date **TRD** and ToR for an external consultant, who conducts a **Review** of the ongoing programme. The **Review** includes an up-to-date capacity assessment of the Danish organisation and its partners.

Organisations engaged in a Strategic Partnership with the DMFA, due to be transferred to CISU, may enter into an ongoing application process towards a programme with an adjusted format and timeframe upon agreement with CISU and the DMFA.

STEP 2: ASSESSMENT PROGRAMME ELIGIBILITY (FROM FEBRUARY 1 TO MAY/JUNE)

An external consultant carries out the **CapPro** of first-time programme applicants or a **Review** of current programme holders wishing to prepare for a new application. The **draft Concept Note** will used as a basis of information by the external consultant. Based on the recommendations from consultancy report, the applicant submits a **Management Response**, a final **Concept Note**, and **Concept Note budget**.

Subsequently, the Assessment Consultant conducts an overall assessment and issues a recommendation to the Assessment Committee, stating whether it is relevant for the organisation's portfolio to turn into, or remain as, a programme. This is based on the consultancy report, the **Concept Note**, the **Concept Note budget**, and the **Management Response**. The decision made is, in principle, definitive as to whether the organisation is eligible to submit a final programme application in the coming round.

The Assessment Committee has the option of setting conditions as well as giving recommendations. The conditions refer to aspects of the **Concept Note**, which the applicant must remedy within maximum two weeks, to make the document comply with the conditions. The recommendations concern whatever ought to be enhanced in the programme concept and to be set out in the final programme application.

Applicants who are turned down in their request for programme eligibility have the option of applying for new projects under the other support modalities of the CSF, or the possibility of an extension of ongoing Development Interventions.

Such applicants may choose to reapply for programme eligibility at a later stage. If so, they are encouraged to take advantage of the conclusion and recommendations from the **CapPro**/**Review** and from the Assessment Committee's rejection of the last application for eligibility submitted.

STEP 3: PROGRAMME APPLICATION ASSESSMENT (FROM MAY/JUNE TO DECEMBER)

If the applicant's programme eligibility is approved, an actual programme application must be drawn up in terms of a **Programme Document** and **Programme budget**.

If the Assessment Committee has approved the applicant's programme eligibility, giving one or several pieces

of advice or recommendations, any shortcomings in adhering to this, may lead to a low score for one or several assessment criteria. If recommendations are not followed and/or the final program document deviates in significant respects from the approved Concept Note, the application may in very special circumstances lead to rejection. In other words, at the time of approval of programme eligibility, the organisation can start preparing for a programme, since the focus of the Assessment Committee's subsequent processing of the actual programme document will be on deciding the size of the grant.

CISU's Assessment System examines the final application and applies a score, using the twelve **Assessment Criteria**. The total score determines the size of the final grant, as it is compared to the scores of other programme applications from the same group of applicants. First-time programme applicants will not be exposed to this competitive exercise, as their total programme grant will remain equal to the average sum of total grants from the CSF over the preceding three years.

Processed and approved applications from the round are submitted together to obtain Danida's final grant commitment. The programme will commence on January 1 the following year. If the final total amount granted to a programme has been changed because of the competitive scoring exercise, the programme organisation will draw up a new budget.

GRANT CEILINGS AND PRINCIPLES FOR COMPETITION FOR FUNDS

The funding of a programme can be increased, firstly, through the 'basic grant' that is approved (every four years) and, secondly, by means of 'additional grants' during the programme period. Accordingly, a programme can be gradually expanded or scaled back from its current level. The minimum amount for a programme under the CSF is DKK 3 million, and the maximum follows the minimum for Strategic Partnership agreements with the DMFA.

A programme is applied for with a four-year horizon. However, the binding funding commitment issued upon approval is limited to one financial year at a time. Applications are for an average amount per year, and it is possible to transfer up to 15 percent of funds from one financial year to another in case of underspending.

HOW MUCH FUNDING IS AVAILABLE?

Every year, CISU's Board determines, upon approval by the DMFA, what share of the total CSF can be allocated on programmes, as the following applies:

- In principle, annual funding commitments for individual programmes will not be reduced if the total allocation to the CSF is unchanged in the new financial year.

- If the total amount allocated to the CSF is reduced, or if the foundation for managing grant commitments undergoes radical change, all ongoing programmes will, in principle, have their budgets reduced by the same percentage as the overall cut.

When extending a programme, the applicant may request an annual budget equivalent to the average programme grant over the preceding financial years. Accordingly, in principle, the total amount is based on the size of the basic grant, not including additional grants or any grants from other CISU support modalities, unless something else has been in force for the additional grants. In the case of a new programme, it is possible to request an annual budget equivalent to the average amount granted in the three preceding financial years.

Programme grant recipients cannot apply for any other support modality under the CSF, except for **Co-Financing**, **Support for Application Process**, and special thematic funding modalities, such as OpEn and CCAM.

Organisations that have been awarded a programme and have unfinished projects under the CSF may choose to either carry on these projects in parallel with the phase-in of the programme period or terminate the project grants immediately and incorporate the corresponding activities into the programme as per the programme commencement date. If the first option is chosen,

the amounts disbursed towards these project budgets will be deducted from the annual programme funding commitment.

Each programme grant is determined every four years. Programme proposals will be assessed in competition with one another within group A or B in view of the twelve **Assessment Criteria**. How much programme funding is applied for in competition with others depends on the total allocation to the CSF.

Each applicant's score will be translated into a percentage of the average score, which will then serve to calculate the next basic grant. The rule in force is that the scoring from assessment of the application can only reduce or add up to a maximum of 20 percent of the grant. However, upward or downward regulation of grant size will also have to take place in view of the total CSF allocation available for programme grants. A revised budget with amendments must then be submitted to CISU. In the case of a large and profoundly changed budget, a revised application, showing track changes in the sections concerned, must also be submitted to CISU for re-approval. Significant changes in objectives, partnerships and target groups must be approved by the Assessment Consultant.

After each programme round, CISU will draw on analyses of the whole exercise and conduct a dialogue with users to assess if there is any need to adjust the principles and practices regarding competition between applicant organisations.

ADDITIONAL GRANT

If CISU receives additional funding, it might enable programme organisations to apply for an increase in their programme budget in addition to their four-year basic grant. The amount available depends partly on decisions taken by CISU upon agreement with the DMFA, and partly on whether the CSF gets a raise in the overall allocation in the annual National Budget Act or has unspent funds left over from completed programmes. Since the availability of such resources is hard to foresee during the ongoing programme work, CISU wishes to set them aside to promote special priority measures. Requirements and assessment criteria apply to these funds, as in the case of basic grants, and additional grants will also be awarded in competition between applicants based on how well they live up to the criteria defined.

The additional grant will be an integral part of annual progress reporting as an annex to the progress report. All programmes can request an additional grant, though there is no obligation on the programme organisation to do so. The specific conditions and guidelines for each type of additional grant will be published in due time, including whether an additional grant will count towards the calculation of the basic grant in the next application round.

SELF-FUNDING

The budget must be drawn up in the corresponding format, adhering to the indications in **Guide Programme Budget**.

Self-funding is a requirement that will be phased in and increased along with the budget size of the programme. All programme applications must be accompanied by a self-funding plan for the Danish organisation. Furthermore, a list must be submitted of existing and expected co-funding for all partners.

Self-funding covers two types that can be combined:

- **Funds raised in Denmark** (for example contributions from supporters, grants from foundations for relevant interventions under the programme, membership fees, private funds from collections or inheritance). This is called 'self-funding' in the budget format, and it is considered a part of the programme budget, to be included in reporting and management's financial report.

- **Co-financing** of activities (from other donors, foundations, the EU, or the organisation's international partners) that are within the objective of the programme. In the case of joint interventions/programme/activities implemented by one of the local partners or within the applicant's international alliance, such funds from other donors can be counted as co-finan-

CALCULATION OF SELF-FUNDING IN RELATION TO BUDGET SIZE CATEGORY

BUDGET SIZE CATEGORY	FUNDS RAISED IN DENMARK	CO-FINANCING	COMBINED MINIMUM
Budget up to DKK 4.5-7 million a year	0 - 5 %	0 - 5 %	5 %
Budget above DKK 7 million a year	Min. 2,5 %	Min. 7.5 %	15 %

cing too, provided that the Danish organisation is also playing a role as a partner, or otherwise cooperating in the undertaking. Co-financing must be set out in the self-funding plan and be subsequently documented.

CISU's approach will be based on the same flexible practice as the DMFA in the assessment of which specific funding modalities can be included as, respectively, "funds raised in Denmark" and "co-financing".

Self-funding is calculated as a percentage of the total budget for PPA (Programme and Project Activities). The required level of self-funding depends on the size of the total programme budget for the basic grant. The percentages express the minimum to be raised within each of the two types of self-funding: "funds raised in Denmark" and "co-financing".

In the case of applicants meeting the self-funding requirement for the first time (first-time applicants) and of those who, due to receiving a grant higher than requested, pass on to a higher budget size category, self-funding can be gradually phased in over the first three years, so that the requirement is fully met in the fourth programme year.

DOCUMENTS USED IN APPLICATION PROCESS

Preparation of programme process and assessment programme eligibility. A standard format must be used for the (draft) **Concept Note**, the **TRD**, the **Concept Note budget**, the **Management Response**, and the ToR for either **CapPro** (first-time applicant) or **Review** (programme extension).

Final application. A **Programme Document** must be submitted with supplementary annexes. The **Programme budget** must be prepared in the standard format used for programmes.

The **Concept Note and Program Document** is a generic document used in the various stages of the programme process. A list of the obligatory formats used for programmes is available on CISU's website **www.cisu.dk/program**.

Applying programme organisations are recommended to have documentation reflecting the 12 assessment criteria, e.g., partnership strategy, MEL plan, strategy for risk management, strategy for popular engagement, and international strategy and/or organisational strategy.