

**Danish Ministry of Foreign Affairs**  
Technical Advisory Services

Final Report

**Review of**  
**Civil Society in Development – CISU**  
- with a special focus on partnerships and results in the Global South

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# 1 Introduction

Civil Society in Development (CISU) is an association of more than 280 popular civil society organisations (CSOs) in Denmark, all of which are engaged in development cooperation, whether it is their main mission or part of their activities.

CISU was established in 1995 and works to build the capacity of member organisations through courses, advisory services, dissemination of information, exchange of experience and networking. CISU also administers the Civil Society Fund (CSF), which supports the cooperation between Danish organisations and partners in developing countries.

Since 2013 CISU has also administered a dedicated Fund for Climate and Environment (FCE). The objective of this particular fund is to engage and involve civil society in international networking and advocacy processes on climate and environment.

The above services and funds are as part of Denmark's official development assistance financed by the Danish Ministry of Foreign Affairs (MoFA). Inside the MoFA the relation to CISU is managed by the Department for Humanitarian Action, Civil Society and Personnel Assistance (HCP) which also provides the bulk of the funding to CISU. The Department for Green Growth (GRV) in turn provides financing for the FCE and liaises directly with CISU in that respect.

## 1.1 Objective and scope

The Review of CISU was carried out by Technical Advisory Services (TAS) in the period October 2015 – January 2016 at the request of HCP and GRV.

As per the Terms of Reference (refer to Annex 1) the objective of the Review is to assess CISU's performance in delivering results under its agreements with the MoFA and to give the MoFA and CISU a comprehensive and up-to-date basis for further development of the part of CISU's services that are funded by MoFA to support the objectives of the Danish Civil Society Policy in the most effective way. The Review has a special focus on partnerships and results in the Global South.

The Review focuses on both the CSF and the FCE and covers the period 2013-2015. During this period CISU received DKK 520m from the MoFA.

The Review issues a number of recommendations, which are summarised in a Process Action Plan at the end of the Report (Chapter 10). These require a formal response from CISU and relevant departments in the MoFA. In addition, the Review puts forward a number of suggestions throughout the text. These are for consideration only and do not require a formal response.

CISU was last reviewed by TAS in 2012 leading to a number of recommendations, which have been followed up by both HCP and CISU. More recently the FCE has been subject to a TAS-led desk appraisal in September 2014 which although positive pointed to the need to strengthen the results framework. These recommendations were also acted upon by GRV and CISU.

## **1.2 Context**

A number of important changes have taken place during the period under Review. On the global scene, civil society space has been under pressure in many countries where projects with CISU financing are being implemented.

The adoption of the Sustainable Development Goals (SDGs) in New York in September 2015 is also of significance. The exact implications for CISU, let alone the MoFA, are yet to be fleshed out but it is expected that they will inform the future strategy for Danish development cooperation, and therefore also the future directions for the CISU funds.

Another key event related to the FCE was the adoption of an agreement at the United Nations Climate Change Conference (COP21) in Paris in December 2015. This will imply a change in focus towards the national level, where the provisions of the global agreement are to be implemented.

On the domestic scene, the period has seen the establishment of Global Focus in 2014 bringing together CONCORD Denmark and NGO Forum. CISU works closely with and is a founding member of Global Focus, which generally represents the larger CSOs in Denmark.

Another key event was the adoption of the June 2014 “Policy for Danish Support to Civil Society” which constitutes the policy framework for the agreement between the MoFA and CISU. This policy specifies the aim of support through Danish pooled funding arrangements such as CISU as being twofold; namely partly to ensure popular anchorage and engagement in development activities and partly through its members' engagement with partners from the Global South to deliver development results. Moreover, in keeping with the current strategy for Danish development cooperation “The Right to a Better Life”, the Policy sets the Human Rights Based Approach high on the agenda.

The MoFA also adopted the September 2013 “Strategic Framework for Natural Resources, Energy and Climate Change” which, together with the Civil Society Policy, sets the overall framework and direction for the FCE.

Finally, the period has seen a general cut in the budget for official Danish development assistance. This cut has also had implications for the allocations provided to CISU in the Danish Finance Bill for 2016 in the form of a reduction from DKK 150m annually to approximately DKK 97.6m annually in support of the CSF and capacity development services.

The reduction in funding has already had consequences for CISU in the form of downsizing of the CISU secretariat and revisions to the various grant ceilings. Still CISU has also been able to attract new sources of funding. Accordingly, the MoFA through the department for European Neighbourhood (EUN) recently agreed to let CISU manage DKK 22.5m in the period 2016-17. The funds will be earmarked for CSOs active in the eastern neighbourhood countries.

## **1.3 Approach**

The Review has involved document reviews (refer to Annex 2), several exchanges with staff at the CISU secretariat, consultations with stakeholders in Denmark and a number of structured interviews with CISU grantees and their partners in South, focusing on a sample of 20 projects being implemented in Tanzania and Kenya – two countries with a significant and diverse

portfolio of CISU grants. In some cases the Review Team also managed to consult end beneficiaries in the Global South (refer to Annex 3 for a full list of people consulted).

The specific projects sampled are listed in Annex 4 together with information about the names of the partners in Denmark and in Tanzania and Kenya. The process has been followed by debriefing meetings with relevant departments in the MoFA and with CISU.

The sample of projects in East Africa has been selected to enable the Review Team to better assess the nature of partnerships and results created through projects financed by CISU. The assessment of partnerships is based on the definitions and concepts provided in the 2011 CISU position paper “Partnership and strengthening of civil society”<sup>1</sup>.

The assessment of results focuses on results in partnerships and of partnerships. The former refers to qualitative changes in the partnerships over time whereas the latter refers to the degree to which the projects financed by CISU achieve, or are likely to achieve, their outputs and outcomes as defined in the approved project applications. Some of the sampled projects, particularly those funded from the FCE, have only started recently and the assessment of results is therefore preliminary.

Interviews with the sampled organisations have also focussed on how they relate to and make use of CISU services. Finally project partners have been interviewed about their information and communication activities in Denmark.

Separate interview guides for Danish and South partners have been developed in consultation with CISU (available in Annexes 5 & 6). In addition, the Review Team has had access to the very rich documentation contained in the CISU database.

The Review Team’s assessments of the individual projects have been captured in individual assessment matrices (a sample is included in Annex 7). These include assessments about relevance, effectiveness and sustainability. These are based on the definitions provided by the OECD-Development Assistance Committee<sup>2</sup>. The individual matrices have informed the general assessment and conclusions in this report but have not been made public so as to enable interviewees to speak freely.

The sample has been structured to capture the different modalities offered by CISU under the CSF as well as a number of projects financed from the FCE. Efforts have also been made to ensure that the sample includes a diversity of actors and thematic issues (labour market, environment, entrepreneurship, faith based, sponsorship organisations etc.). In addition, at least one regional project has been covered in each country. Finally, the selection of projects has taken into account the need to avoid high-risk areas in Kenya.

While the sample has been drawn by the Review Team, a limited number of projects have subsequently been added at the proposal of CISU – typically because they were being implemented in areas that the Review Team would visit anyway.

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<sup>1</sup> CISU Position Paper: Partnership and strengthening of civil society; accessible via <http://www.cisu.dk/værktojer/metoder/cisus-faglige-positionsrapporter>

<sup>2</sup> <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

Although the sample of 20 projects represents only a small proportion of active CISU grants (roughly 100 projects are approved every year), the Review Team considers the sample sufficiently large and structured to identify salient issues in relation to the role of CISU in contributing to results through its fund management, capacity building and information services.

The findings from the sample have further been corroborated by interviews with key stakeholders such as staff from the CISU secretariat, CISU assessment consultants etc. Still it has to be acknowledged that the sample may carry only limited lessons for fragile states and conflict prone areas just as the focus on Sub-Saharan countries implies that findings may be less valid for countries in other regions. Finally, both Kenya and Tanzania have comparatively benign legal frameworks for CSOs (despite amendments being proposed in Kenya). Findings may be different in countries with more restricted spaces.

The Review was carried out by Thomas Nikolaj Hansen (team leader) and Hans Hessel-Andersen (both TAS) together with external consultants Martin Enghoff and Mike Dahlgaard. During the field work in Tanzania, the Team was supported by external consultant Dr. Stigmata Tenga and, when in Kenya, by external consultant Morris Odhiambo. Ulla Næsby Tawiah from HCP and Jeef Bech from the CISU secretariat participated as resource persons during the field work in East Africa. Valuable assistance has been provided by Tina Reidl Wolfsberg (proofreading) and students Caroline Emma Troen and Benjamin Frimand-Meier (statistical analysis) – all from TAS.

The views and recommendations contained in this report are those of the Review Team only. They are not necessarily shared by CISU, the partners interviewed or the MoFA.

The Team would like to thank all the people met for their support and assistance, which greatly facilitated the Review process. Sincere thanks are in particular extended to staff at CISU who have made themselves available for numerous consultations and requests in an otherwise busy and testing time for the association.

## **2 CISU as an organisation**

### **2.1 Membership**

CISU's more than 280 popular organisations are a highly diverse group but the typical member is a small organisation driven by volunteers – sometimes supported by a few staff members. CISU does, however, also count bigger organisations among their members (e.g. *Plan* and *Danish People's Aid*), including a number of organisations with framework agreements with the MoFA (e.g. *Caritas*, *Sustainable Energy* and *Ghana Friendship Groups*).

According to CISU, the association interacts with at least 85% of its members annually through fund management and capacity development services. It also regularly surveys its members. The most recent survey indicates that organisations typically join CISU to get access to capacity development and counselling. About half of the members also join to get access to the Funds (although the funds are open to non-members as well).

## **2.2 Leadership**

CISU's highest authority is the General Assembly which meets annually. The Assembly is appreciated by the members consulted by the Review Team, not least as a networking event.

CISU's political leadership is entrusted to a Board which, according to most stakeholders consulted by the Review Team, has become more strategic during the past years. This is confirmed by a review of minutes from the past two years: The seven-member Board has had focus on issues such as CISU's political work (including the role of CISU in keeping the MoFA accountable to implementing the new Civil Society Policy), the adoption of a new strategy, and internal organisational issues. Still, it is also noted that the Board is mostly reacting to proposals from the CISU Secretariat, often with limited time to appraise and discuss such proposals. The Board does, however, benefit from annual study tours which have been assessed as highly useful – including the most recent one to the Netherlands.

The Board has two members dedicated to monitoring CISU's capacity building services, two to monitoring the Funds and three to monitoring information, administration and leadership. The members dedicated to following the Funds receive biannual monitoring up-dates and participate also in meetings with the assessment system, but the Board as a whole does not, as far as the Team understands, get regular updates on the results generated by the two Funds. The Board does, however, seem to demand such an increased focus on results.

## **2.3 Secretariat**

CISU's daily management is ensured by two executives who rank alongside each other. The Secretariat is organised in five teams reflecting its core functions of grant management/administration, counselling and communication/membership services, but operationally CISU works as a matrix organisation with staff having duties in more teams.

During the last three years the staffing has been in the range 20-21 Full Time Equivalent. The level has been reduced with approximately 4.5 with effect from January 2016. The team setup ensures a comprehensive knowledge about CISU processes and procedures, which in turn promotes flexibility with staff being able to cover for each other during absences or work surges. The staff is highly experienced in civil society development issues and their expertise and approach have been highly appreciated by the members consulted by the Review Team.

## **2.4 Strategy**

CISU has adopted a new strategy for the period 2014-17 together with a Theory of Change and other documents guiding its work. The Strategy seems well aligned with the Danish policy for support to civil society and stands out by being concise and remarkably short. It is clearly used actively by the Secretariat and has informed the subsequent development of outcome mapping etc.

## **2.5 Culture and values**

Through its many interactions with the CISU secretariat and leadership, the Review Team has come to appreciate CISU as a deeply committed organisation which takes great pride in learning and constantly improving its services.

The Review Team has also been impressed by the seriousness of the organisation in maintaining transparent and well-structured procedures for grant management. Transparency

can also be seen on the CISU website which makes a wide range of documents available to the public including all approved project applications and minutes from Board meetings etc.

CISU also stands out as a highly professional organisation with elaborate procedures, sophisticated position papers etc. There is, however, a risk that CISU may distance itself from some of its members who see little value in such exercises. This has indeed been voiced as a concern by some of the stakeholders consulted by the Team. Still the professionalisation is to some extent unavoidable in view of the growth CISU has experienced in its portfolio. It is arguably also a result of demands made by the MoFA to document procedures and results.

CISU may also at times seem somewhat focussed on internal matters. CISU has many procedures and processes that regulate their internal business and their relation to members, the MoFA etc. but less focus on the need to communicate results to external stakeholders.

## 2.6 Resources

From 2013 to 2014, CISU's revenue grew from DKK 11.7m to DKK 12.5m due to, primarily, the FCE, which started in 2013. The membership subscriptions amounted to DKK 0.4m in both years. The staff costs increased from DKK 9.4m to DKK 10.1mn whereas the administrative costs were largely unchanged. There was a marginal deficit in 2014 compared to a marginal surplus the year before. The equity amounted to DKK 2.5m and is, in principal, free reserves, which the Board can decide to distribute as it deems fit. The core operational costs, which represents the costs required to maintain a certain capacity during a possible slump in income, is difficult to ascertain due to the integration of job functions as per the team structure.

In 2015, 90% of the CSF was passed on to the Danish grant holders as illustrated in Table X below. This will fall slightly to 86% in 2016 due to the reduction of the frame to DKK 97.6m as the reduction of CISU's operational costs, including the downsizing of staff, takes time to materialise financially and has been less than the reduction in the CSF.

CISU charges a 7% administration fee on its core services (grant management, counselling, and training) whereas the administration fee on the grant/project funds is fully passed on to the Danish grant holders. This implies that it costs in the range 11-12% to manage and administrate the CSF increasing to about 13% in 2016. Other CISU services increase from about 5% to 7% of the CSF. The Review Team finds these levels competitive. The lessons learned and institutional memory accumulated over multiple years further constitutes an added value.

*Table 2-1 - Distribution of Civil Society Fund, 2015-2017*

|   | 2015<br>Rev. Budget | 2016<br>Budget | 2017<br>Forecast |
|---|---------------------|----------------|------------------|
| CISU grant management & audit                 | 4.8%                | 6.7%           | 6.7%             |
| CISU administration fee                       | 0.6%                | 0.8%           | 0.8%             |
| Danish grant holders administration fee       | 5.9%                | 5.6%           | 5.6%             |
| <b>Grant management &amp; administration</b>  | <b>11.3%</b>        | <b>13.1%</b>   | <b>13.1%</b>     |
| CISU training and counselling services        | 4.0%                | 5.6%           | 5.6%             |
| Information activities (PRO)                  | 0.2%                | 0.3%           | 0.3%             |
| CISU travelling, budget margin etc.           | 0.6%                | 0.8%           | 0.8%             |
| <b>Capacity development &amp; information</b> | <b>4.8%</b>         | <b>6.7%</b>    | <b>6.7%</b>      |
| CSF funds utilised by CISU                    | 10.2%               | 14.2%          | 14.2%            |
| <b>CSF funds for Danish grant holders</b>     | <b>89.8%</b>        | <b>85.8%</b>   | <b>85.8%</b>     |

Source: Own calculations based on CISU submission to HCP on 23 February 2016



CISU manages its project portfolio through a customised database modelled on Microsoft Access whereas the accounting system runs on C5. The project database has multiple layers of relevant information but it requires efforts to retrieve and manipulate data across the projects. CISU is in the process of digitalising the application process but, fundamentally, the systems are based on older software that needs to be upgraded.<sup>3</sup>

CISU has responded to the immediate challenges of a 36.8% reduction in project funds by downsizing the staff and by reassessing its capacity development services as well as procedures for grant management. The Review Team notes the initiatives undertaken and believes that CISU will continue to handle the current portfolio, including the new European Neighbourhood Civil Society Fund, in a professional and prudent manner due to the well-established processes and procedures in combination with flexible staff. CISU is, in addition to implementing the needed cost saving measures, also pursuing the development of a firm proactive forward-looking plan. This work has been well initiated in the 2016-2019 rolling plan submitted to the MoFA.

## **2.7 Communication**

CISU maintains a webpage ([www.cisu.dk](http://www.cisu.dk)) of high standard which provides access to an excellent world map. Its communication material is generally of high quality in terms of lay-out, story-telling etc.

## **2.8 Advocacy**

CISU engages in political work related to framework conditions for its members and their partners, acting on behalf of – and often with - its members. As already indicated the Board is particularly involved in this work. These activities are financed by CISU's own resources and are outside the scope of this Review but they are important to keep in mind to properly understand how CISU works.

The advocacy work includes dialogue with Members of Parliament, networking (e.g. via *Global Focus*) and participation in public events such as the *The People's Political Festival* on the Danish island of Bornholm. CISU also has a seat on the MoFA *Council for Development Policy*.

CISU appears to have made a useful contribution to the development of the Danish Civil Society Policy and is also fully engaged in keeping the MoFA accountable to implementing the provisions in the Policy. The seat on the *Council for Development Policy* has for example been used to that effect. CISU and its Board also mobilised around the negotiations of the 2016 Finance Bill.

The Review Team sees no major conflict of interest in the fact that CISU acts as both implementer of the MoFA's programmes and watchdog of its policies. In fact, the Review Team has been impressed with CISU's commitment to the Policy and it is clear that CISU plays no small part in implementing it in practice.

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<sup>3</sup> Further to the Review, CISU has informed that C5 is no longer supported or developed with a view to convert to another system just as the customized database is undergoing development as the current interface is based on old software.

### 3 Capacity development services

CISU offers a range of different capacity development services including courses, workshops, network arrangements and meetings. CISU is also providing counselling for individual organisations and has a ready availability of different tools. The Review Team has assessed these services based on interviews with sampled organisations, a review of CISU's own documentation, meetings with CISU and through a focus group involving other capacity development service providers.

#### 3.1 Courses

CISU provides close to 100 courses per year and reaches an average of 1500 people. Generally, the Review Team found that most of the sampled CISU member organisations were positive in their assessment of the value of CISU courses. CISU's own monitoring of the value of the courses, based on participant feedback, also rate them positively. Most of the organisations with funded projects have utilised CISU courses and found that they could apply them in project implementation. Projects have for example benefitted from better results frameworks as a result of the courses.

The exception is mainly the larger organisations, which tend to find the courses too basic for its core employees. This group of staff typically look to *Global Focus* for capacity development opportunities. Recently employed staff and volunteers from the larger organisations do however seem to benefit from CISU courses.

A few of the smaller organisations, on the other hand, find the courses too academic and of limited practical value. Both types of objections are probably unavoidable in an organisation with such a diverse membership and it seems that CISU has managed to strike a reasonable balance between the many different needs and demands of its members.

CISU further appears to be responding to changing needs and demands by diversifying its services to address organisations with different competence levels and has furthermore taken up a number of new thematic areas. Still, some members do express the need for CISU to do more in providing courses addressing hands-on practical knowledge on project implementation, and to further differentiate the supply of courses including the use of professional resources (from other members) to strengthen the delivery of capacity services.

An expressed need among several CISU members is learning more about approaches to capacity development/learning and more about the use of results framework and their monitoring especially when working with issues like advocacy and capacity development. CISU could to that effect further involve members with relevant expertise and knowledge to inform courses and to put further emphasis on providing courses addressing hands-on practical knowledge on project implementation.

Although CISU offers courses in both Aarhus and Copenhagen some member organisations find it difficult to participate. A possible idea would be to document courses and make them available on the web/homepage to ease access.

### **3.2 Workshops, network meetings and experience sharing meetings**

CISU's supply of thematic workshops and network arrangements (either thematic or geographic), in which like-minded members meet and exchange experience, were found very useful by all interviewed organisations and there was an expressed wish to see more of such capacity development services. The experience sharing meetings between organisations seeking Programme funding from CISU are examples of this.

CISU could usefully put further emphasis on arranging more thematically focused network meetings and experience exchange workshops among members with comparable interests and levels of experience.

### **3.3 Complementarity with other capacity development providers**

There is a range of other providers of capacity development services aimed at organisations working with development cooperation. There is a reported good level of complementarity of the various services delivered by CISU and by these other organisations. The various organisations meet regularly to share planning and ensure complementarity in delivery.

As mentioned, *Global Focus* caters mainly to core staff of the larger organisations, whereas the pooled funding organisations - *the Danish Mission Council Development Department (DMCDD)*, *the Disabled People's Organisation Denmark* and *the Danish Youth Council* - mainly address specific needs of their respective member organisations at more generic levels. A considerable number of the members of these three pooled funding organisations are also members of CISU, and they have a range of their capacity needs catered for via CISU's services.

### **3.4 Counselling**

The counselling services of CISU are provided at an average of 400 sessions per year with a downward trend 2012 to 2014 and with an increase in 2015. CISU counselling is generally reported by the project-funded organisations in the sample to be very useful. Likewise, CISU's own system for feedback is also reporting a high level of satisfaction with the counselling. The counselling is heavily focused on the process of getting funding from the CSF. Much more limited counselling has been provided to the organisations seeking funding from the FCE. Consistency between counselling and award process appears overall to be relatively good.

Generally, the counselling is reported to provide useful advice that makes the projects more likely to get funding as well as ensuring better formulated projects with better scope for success during implementation. According to CISU, between 10-20% of the counselling services in recent years have addressed organisational and strategic issues. *Tanzibarn*, a small Aarhus-based organisation partnering with a community-based organisation in northern Tanzania, has, due to good counselling from CISU, developed from an organisation focused on supporting foster children to an organisation supporting the development of local partners to becoming stronger local organisations.

### **3.5 Tools and guidelines**

CISU has developed a range of tools and papers to guide organisations in improving their performance. These are generally of a high quality. The majority of the partners consulted by the Review Team found the MANGO health check and the Accountability Dialogue Tool particularly helpful and some also expressed satisfaction with the guidance documents on the

logical framework approach. Other CISU tools and guidance papers were less in demand by the sampled organisations, but CISU's own member survey indicates a relatively wide use of CISU tools and guidance papers.

Several tools e.g. on organisational development have been developed in cooperation with other fund management organisations. Generally, the other fund management organisations consider CISU tools relevant and useful to their members. CISU also uses tools developed by other fund management organisations.

## **4 Grant award process**

CISU manages grants on behalf of the MoFA and distributes them, to a large extent, to their own members. This naturally calls for relatively thorough and, not least very transparent procedures to ensure and safeguard legitimacy to its members, the wider public and to the MoFA.

CISU has so far managed this process well. CISU's grant management has been closely assessed on many occasions. It was for example one of the main focuses of the TAS-led Review in 2012 and CISU itself regularly commissions detailed reviews of the system - most recently in 2014. Both reviews found the management to be strong and CISU is generally acknowledged for being very transparent, thorough and structured in the way it manages its various funds.

While this Review has not looked at the system in the same level of detail, the results emanating from consultations with relevant stakeholders generally confirm this positive assessment. Moreover, it is noted that CISU itself is continuously fine-tuning the process through calibration meetings and learning visits between assessment consultants, the members of the Grant Committee, and CISU advisors.

### **4.1 The CISU Menu**

The support modalities offered by CISU are briefly outlined below. The descriptions are based on the guidelines developed for the CSF and the FCE. These guidelines have been endorsed by the MoFA and are well in line with the "Policy for Danish Support to Civil Society" as well as, for the FCE, the "Strategic Framework for Natural Resources, Energy and Climate Change". For the sake of completeness, a reference is also made below to the Eastern Neighbourhood Civil Society Fund (outside the scope of the Review). An overview is also available in Annex 8.

It should be mentioned by way of introduction that the establishment of three separate CISU windows, all financed by the MoFA, may create extra transactions costs for both the MoFA and CISU in terms of separate guidelines, separate results frameworks etc. Hence, it would seem relevant for the MoFA to engage CISU in a dialogue whether resources could be saved by having any future MoFA-financed windows better merged and consolidated.

#### *The Civil Society Fund*

CISU received DKK 150m annually towards the CSF in 2013-2015. The Fund supports the cooperation between Danish CSOs and their partners in developing countries through various modalities as outlined in the guidelines. As mentioned, the CSF is, due to an overall cut in development aid, reduced to DKK 97.6m from 2016.

The CSF has three annual Call for Applications (CfA); April, September, and December, and offers a variety of grant modalities: The smallest grant below DKK 500,000<sup>4</sup> targets applicants with no or limited project experience. Applications for grants below DKK 200,000 are assessed in a more flexible way to further ease access for inexperienced organisations. The applicants may, after the successful implementation of a small grant, in principle apply for grants up to DKK 2m and thereafter DKK 5m. The latest grant innovation is a Programme modality with a maximum of DKK 18m, which also adopts a rolling CfA. Furthermore, CISU offers grants in respect of joint finalization of projects, partnership interventions, capacity assessments and EU joint financing. Finally CISU also manages, outside the scope of this review, a Development Education Fund which provides grants up to a maximum of DKK 25.000. There is an annual organisational CISU ceiling amounting to DKK 6m. The Review Team generally finds a good coherence between the different modalities.

Grant ceilings are, as indicated in Annex 8, with effect from the April 2016 CfA adjusted downwards including the organizational ceiling for CISU grants. The only exceptions are the DKK 200,000 sub-ceiling and the ceiling for Joint Finalisation, which both remain unchanged.

#### *The Fund for Climate and Environment*

The objective of the Fund for Climate and Environment is to engage and involve civil society in international networking and advocacy processes on climate and environment. DKK 20m was provided as a pilot in 2013 and subsequently DKK 25m in the years 2014, 2015 and 2016 bringing the total to DKK 95m.

The April 2014 FCE guidelines, prepared by CISU and agreed by GRV, have guided the preparation of the projects approved in 2014 and 2015. They do not include aspects of strategic service delivery. Instead the FCE focuses, as per the mandate from the MoFA, on supporting capacity development and advocacy activities aimed at international and regional political, strategic and professional development processes within environment and climate. The activities are aimed at poor and vulnerable groups. National level activities are supported, provided they have a regional and/or international advocacy perspective.

The FCE is also guided by the June 2014 “Policy for Danish Support to Civil Society” and the concept of equal partnerships between Danish CSOs and CSOs in the Global South is a central modality of the FCE. Unlike the CSF, the Danish framework organisations can apply for FCE funding. Support from FCE is aimed at least developed countries with the flexibility of including a few middle income countries when these are involved in networks addressing needs in least developed countries.

The FCE has an annual CfA in September and offers two grant modalities – minor and long term intervention. The minor intervention has a more flexible interpretation of the assessment criteria and has a maximum ceiling of DKK 500,000 whereas the long term intervention has a minimum duration of one year and a maximum ceiling of DKK 5m. In the longer term and if future funding is decided, it could be considered to organise CfAs twice per year, ideally synchronised with the CSF, to ensure more flexibility in the system.

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<sup>4</sup> The grant ceiling amounts stated were applicable in 2015

### *Eastern Neighbourhood Civil Society Fund*

In late 2015, CISU was further entrusted the administration of the Eastern Neighbourhood Civil Society Fund (ENCSF), which has been set up to encourage Danish CSOs to engage in partnerships and people-to-people activities in the Eastern neighbourhood region. The ENCSF, outside the scope of this Review, runs for two years and amounts to DKK 22.5m split equally over the years 2016 and 2017.

#### **4.2 Application process**

CISU has streamlined application templates and requirements for the respective grant modalities across the CSF and the FCE. The formats are generally found to be comprehensive and containing a lot of useful information. However, most of the applicants interviewed find that there is too much text required and that there are too many repetitions. The Review Team agrees to that observation. Hence, the documents, which also serve as project documents guiding implementation, are found to be too long and not sufficiently operational. In this connection it should be noted that substantial amounts of text is not a requirement in the application guidelines but rather a practice that has developed over time.

Despite these reservations, most of the organisations consulted by the Review Team find the process satisfactory. Access to counselling is as mentioned contributing positively to the process and CISU is seen as a good facilitator.

Some of the FCE applicants consulted by the Team did, however, find the process somewhat difficult at the outset, but that has since improved. In view of the Review Team, the focus of the FCE on local, national and global climate advocacy tends to encourage complex projects with many layers, partners and countries involved. This in turn may favour organisations with large international networks. Still FCE also finances projects with a much simpler set-up.

The organisations applying for the new Programme modality have also reported difficulties finding the process lengthy and demanding. They have all accessed counselling, but have found that it was of varying quality in terms of clarifying the expected requirements from the assessment system. Still, these challenges are probably unavoidable transition costs in view of the fact that the Programme modality is a new addition to the CISU menu. It is further noted that CISU is continuously fine-tuning the process.

#### **4.3 Assessment and award process**

All project applications are assessed against a set of criteria i.e. 1) the partnership, 2) the target groups/participants and their relation to the intervention, 3) coherence, relevance and expected results, 4) sustainability, and 5) cost effectiveness. The assessment process is done by a team of experienced consultants and takes place independently of the advisory services. The recommendations are subsequently considered and a final decision is made by a five person Grant Committee comprising member and non-member organisations appointed by CISU's Board. The assessment and award process is well documented.

CISU also has direct relations to Danish embassies, which are consulted on CISU projects above DKK 1m before a decision is taken. The Review Team has consulted the embassies in Dar es Salaam and Nairobi on the usefulness of this approach. Both confirm that they find the

approach useful but they also point out that it can be difficult to provide quality feedback on organisations unknown to them.

Clearly having a better overview of the country portfolio of CISU projects could be useful to embassies. Many of the projects are either innovative and/ or promoting issues and rights that are also at the heart of the Danish bilateral engagement. The embassies expressed in that context a wish to receive feedback from CISU on grant decisions just as they might benefit from a short notification whenever a project with activities in their host country is granted. The Embassies could then consult the CISU website for more information about the specific project.

Applications for Programme funds are supplemented by a combined appraisal and capacity assessment made by an external consultant. The reports accessed by the Review Team indicate that the focus differs across the potential PR organisations being assessed as some focus on content and contextual issues rather than organisational capacities. The Review Team finds that the aspects of financial management warrant more attention and a more systematic approach at the assessment stage.

The separation of the assessment from the advisory services ensures impartiality and objectivity in the assessment process. The Review Team finds this prudent and appropriate.

#### 4.4 The CSF portfolio

During the years 2013-2015<sup>5</sup>, CISU received 465 applications for a total of DKK 649m. The applications below DKK 500,000 accounted for 20% of the applications received and 5% of the applied amount. Applications for projects above DKK 1m accounted for 31% of the applications received and 61% of the applied amount. The Grant Committee approved 56% of the submitted applications and awarded a total of DKK 404m. The applications for small grants had an approval ratio of 47% whereas the projects above DKK 1m had an approval rate of 66%. All funds provided by the MoFA are granted and subsequently utilized by the grant holders. The break down is further elaborated in Table 4-1 below and in Annex 9.

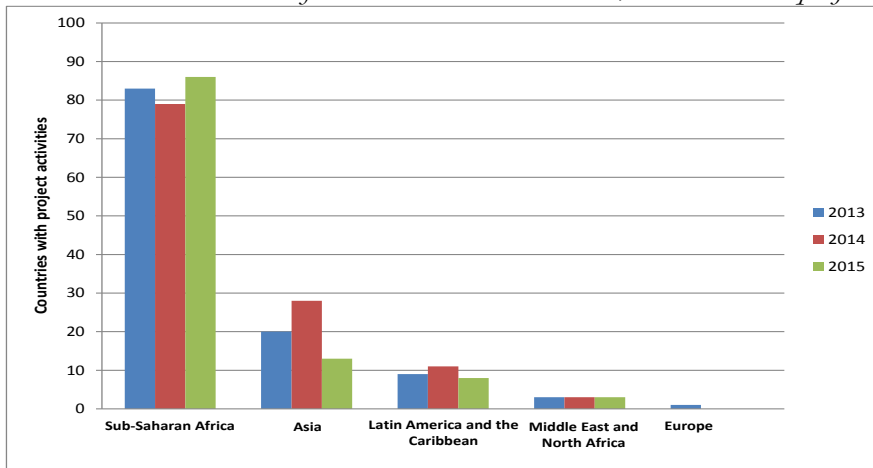
Table 4-1 CSF Grant Awards, 2013-2015

|                               | Number of applications received | Number of applications approved | Success/ approval rate | amount applied (M DKK) | amount awarded (M DKK) | Applied amount in % of total | Awarded amount in % of total |
|-------------------------------|---------------------------------|---------------------------------|------------------------|------------------------|------------------------|------------------------------|------------------------------|
| Joint Finalisation            | 77                              | 32                              | 41.6%                  | 5.0                    | 2.0                    | 0.8%                         | 0.5%                         |
| EU joint financing            | 7                               | 2                               | 28.6%                  | 11.4                   | 2.5                    | 1.8%                         | 0.6%                         |
| Partnership                   | 82                              | 53                              | 64.6%                  | 30.8                   | 19.6                   | 4.8%                         | 4.8%                         |
| Capacity Assessment Programme | 3                               | 2                               | 66.7%                  | 0.3                    | 0.2                    | 0.0%                         | 0.0%                         |
| Programme (CapAss)            | 10                              | 5                               | 50.0%                  | 135.6                  | 72.4                   | 20.9%                        | 17.9%                        |
| Programme (Concept Note)      | 8                               | 5                               | 62.5%                  | 1.0                    | 0.7                    | 0.1%                         | 0.2%                         |
| Programme (Concept Note)      | 10                              | 7                               | 70.0%                  | 1.4                    | 1.0                    | 0.2%                         | 0.2%                         |
| Less than DKK 200.000         | 21                              | 10                              | 47.6%                  | 5.3                    | 1.9                    | 0.8%                         | 0.5%                         |
| DKK 200.000-500.000           | 71                              | 33                              | 46.5%                  | 31.8                   | 14.5                   | 4.9%                         | 3.6%                         |
| DKK 500.000-1m                | 31                              | 17                              | 54.8%                  | 27.2                   | 14.4                   | 4.2%                         | 3.6%                         |
| DKK 1-3m                      | 93                              | 54                              | 58.1%                  | 180.4                  | 106.1                  | 27.8%                        | 26.3%                        |
| DKK 3-5m                      | 52                              | 42                              | 80.8%                  | 218.3                  | 168.9                  | 33.7%                        | 41.8%                        |
|                               | <b>465</b>                      | <b>262</b>                      | <b>56.3%</b>           | <b>648.6</b>           | <b>404.1</b>           | <b>100.0%</b>                | <b>100.0%</b>                |

<sup>5</sup> Excluding applications received in December 2015

The projects awarded during the last three years cover more than 50 countries with several projects having activities in more than one country. There is a clear preference for the African continent as more than 75% of the projects have activities here, as illustrated in Chart 4-1 below. Approximately 2/3 of the project activities are being implemented in Danish priority countries.

*Chart 4-1: Distribution of CSF Grants 2013-2015, countries with project activities, by region*



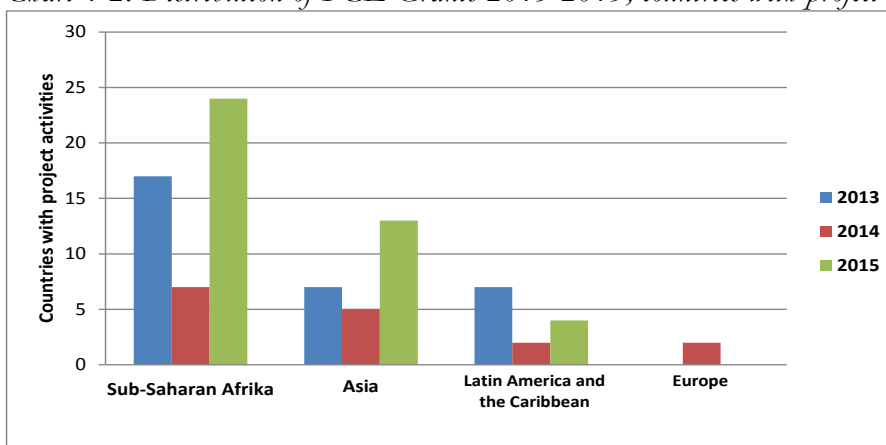
Note: The chart illustrates the number of countries with CISU activities. I.e. a project is counted as many times as the number of countries in which the project has activities.

#### 4.5 The FCE portfolio

From 2013-15 the FCE has implemented three application rounds. In total 30 applications were received of which 18 (60%) were approved. 78% of the approved applications were received from Framework Organisation with CARE receiving 20% of all funds. Climate related projects make up 66% of approved projects with only three projects directed towards environment. Furthermore, one project was approved for short term interventions, while 17 were for longer interventions. The FCE portfolio is further described in Annex 10.

Activities typically take place in Sub-Saharan Africa although a good number of projects also have activities in Asia as illustrated by Chart 4-2 below.

*Chart 4-2: Distribution of FCE Grants 2013-2015, countries with project activities, by region*



Note: The chart illustrates the number of countries with CISU activities. I.e. a project is counted as many times as the number of countries in which the project has activities.



Some of the FCE projects are, with good justification, part of larger projects/programmes held by the international NGOs and are designed accordingly. For this reason it can be difficult to assess and monitor results and allocation of resources of the individual FCE funded project without considering the larger programme, it is part of. If future funding for such activities is provided, it could be considered to allow for a co-financing arrangement to ensure a clearer project strategy, a more rational and efficient resource allocation and a clearer results framework.

All of the projects incorporate, in keeping with the guidelines endorsed by GRV, outreach to international negotiations. Still, in view of the 2015 agreements made on SDGs and on climate change, it could be considered, if future funding is made available, to adjust the focus of the FCE slightly in order to open for advocacy and capacity development projects supporting national level implementation of the new agreements.

The fact that climate projects dominate the FCE portfolio is not a result of any explicit action taken by CISU or GRV, but many consulted by the Team had a clear perception that the FCE was mainly providing climate funding. This seems to reflect a general trend that climate initiatives get priority over environment initiatives. GRV and CISU may want to assess whether targeted efforts should be done to further encourage applications for funding of environmental projects within the FCE. Still the FCE should, in the view of the Team, be maintained as an open fund.

#### **4.6 Recommendations**

The Review Team recommends to:

- Simplify application procedures.

## **5 Monitoring and reporting**

As pointed out by the 2012 TAS Review, one of CISU's challenges is to summarise results from its many activities at an outcome level – not least in view of its very diverse project portfolio. Moreover, it should also be recognised that CISU is not a direct implementer of projects, and that CISU can only, as a fund manager, influence the monitoring taking place at project level and subsequently use data from projects for summarising results at the CISU level.

This Chapter assesses efforts made by CISU in terms of monitoring its portfolio and documenting change. It starts out by assessing the basis of such a system, i.e. the monitoring and reporting at project level.

### **5.1 Project/programme level monitoring**

Each of the projects/programmes funded by CISU has a results framework guiding their implementation. Overall, the Review Team finds that the sampled projects have relatively good objectives and outputs presented in the results frameworks, but when it comes to indicators and means of verification within these results frameworks, the performance is more uneven.

A number of projects lack well-defined and implementable indicators. The number of indicators is sometimes excessive, focused either on generalised objectives and/or at the output

and activity level. Moreover, baselines, although often foreseen, are rarely developed on time – if at all. In a significant number of projects the means of verification are not clear.

The consultations with Danish and Southern partners also reveal a tendency to do monitoring for the sake of being able to report while there is relatively little focus on the use of monitoring as a management and learning tool. Further insistence in the format for grant assessment on how the monitoring and documentation of results will be made would likely contribute to better monitoring systems in the respective projects.

A few projects have, in line with CISU advice, developed a Theory of Change. This appears to be useful in illustrating how the project will contribute to changes. It also seems to help clarify the partners' understanding of their roles and tasks. Danish partners are generally playing a lead role in monitoring of projects. The monitoring role of partners in the South is sometimes less clear.

Although development of strong partnerships is a core objective of both Funds and reflections on partnership development are required in the format for final reports, little appears to be done to regularly monitor how the partnerships develop. Few indicators for such development are provided in the applications reviewed by the Team.

Despite problems around indicators and monitoring systems, the project partners are generally found to provide acceptable reports, which contain information useful for assessing contribution to results in the South. It is noteworthy, however, that the CISU formats for reporting only have little focus on reporting of results, while much attention is given to learning from results not achieved. The report formats could usefully be revised to ask grantees to report more explicitly on their achievement of immediate objectives.

For FCE, a separate set of generic indicators, provided by GRV and spelled out in the December 2014 agreement between CISU and GRV, were supposed to guide monitoring of the individual projects in addition to project-specific indicators. The generic indicators were however not included in the 2015 FCE application process and a solid baseline and target indicators have therefore not been established for the projects. CISU has however subsequently asked grant holders to report against some of the indicators, still without these being part of the results framework for the individual projects. A first summary of this reporting was submitted by CISU to GRV in September 2015. The Review Team finds it regrettable that the indicators were not included at the outset but agrees with CISU that some of these generic indicators are not relevant and would benefit from revision. Currently, they do not lend themselves easily to monitoring change.

## **5.2 CISU level monitoring**

Following up on the recommendations of the 2012 TAS Review and the annual dialogue with the MoFA, CISU has continued working on its Theory of Change based outcome mapping and associated results matrix to be able to report results at a summarised level. CISU has also developed the PALME tool which provides a good overview of the use of the entire M&E system by describing how M&E data is used throughout the year for accountability, learning and planning purposes.

The Review Team has reviewed the outcome mapping and the PALME and recognises the important work carried out to date. The current outcome mapping includes six outcome challenges dealing with issues such as organisational capacity development of members, development education activities carried out by members in Denmark and results in the Global South. Still, the outcome mapping would, in the assessment of the Review Team, benefit from having more focus on results generated by CISU projects in the Global South. Only one of the six outcome challenges (no. 6) addresses this.

Moreover, there is still a need to develop concrete indicators behind outcome challenge 6 that would allow CISU to summarise results across its wide portfolio of CSF and FCE projects. Both the outcome mapping and the PALME provide limited information in that respect but the Review Team is aware that CISU is working on these issues. Moreover, CISU has a number of approaches to documenting results in the Global South that can help inform monitoring of Outcome Challenge 6:

- CISU monitoring visits are done every year to sampled projects with focus on financial management, organisational development and accountability, as well as more limited assessment of project status and achievement of results;
- Mandatory end-of-project evaluations are now a requirement for projects above DKK 2m. This is an important step towards better documentation of results. Mid-Term Reviews, although not mandatory, are also included in a number larger projects; and
- Tracer studies and thematic reviews are under introduction in CISU to provide more in-depth understanding of CISU's contribution to real and lasting changes for the poor.

While these approaches all constitute useful contributions to documenting progress and results of specific projects, they cannot, however, in themselves form the basis for documentation of results in the South at a more summarised level.

Summarising results would arguably require a more systematic review and analysis of the results provided by the individual project reports. While this would require significant work in the view of CISU's very diverse portfolio it would be possible to summarise results around certain thematic areas – for example in relation to the SDGs. In addition, as CISU is currently not reporting on levels of achievement of objectives in projects, it could be considered to introduce a system for monitoring the level of objective achievements to get an overview of the rate of success in meeting objectives. Approaches to summarising results could usefully be complimented with case studies illustrating concrete change. A recent paper from INTRAC provides useful guidance in that respect<sup>6</sup>.

### *Reporting*

CISU's report "*Status og Perspektiver*", published annually ahead of the General Assembly, is a well written and inspiring document. It provides some success stories of change, but it does not give any coherent and summarised description of results achieved in the Global South.

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<sup>6</sup> INTRAC M&E Papers 2016: "Summarising Portfolio Change: Results frameworks at organisational level", which recognises these challenges, but also indicates possible ways to address these challenges

CISU also provides an annual report to the MoFA. The well written report responds to the requirements laid down in the agreement with MoFA and gives a good overview of CISU activities. It is relatively well developed and based on the six outcome challenge areas. It is therefore relatively elaborated in terms of documenting results in Denmark, but provides more limited reporting on results achieved in the South.

In short there are currently very limited possibilities for learning what has overall been achieved in the South by the many projects being supported through the CSF and FCE.

### **5.3 Recommendations**

The Review Team recommends to:

- Strengthen design and practical application of M&E systems in individual projects
- Clarify the status, application and future use of the generic indicators for FCE projects
- Strengthen efforts to monitor and report on results in the Global South

## **6 Financial management**

CISU has a comprehensive set of Standard Operating Procedures covering all internal financial management functions<sup>7</sup>. These are updated on an “as need be” basis and cover all aspects of the financial management function. The funding frames and the associated projects are treated as individual closed loops, where any project grant is initially treated as a commitment, which is subsequently reduced as the grant is disbursed. The projects are reconciled on an annual basis and eventually closed with audited financial statements.

As per normal practice and as recommended by KVA, CISU changes external auditor on a regular basis. The latest change was made in 2014. The financial statements will with effect from 2015 be presented differently to facilitate easier understanding and highlight the independent nature of the respective funding frames.

The Review Team commends the employment of a financial controller since the last review to streamline financial management processes and increase the focus on budget management and further professionalise the monitoring visits to grantees and projects in the Global South.

### **6.1 Project financial management**

The project budgets and reporting formats are separated on activities, investments, expatriate staff, local staff, local administration, project monitoring, evaluations, information work in Denmark, budget margin, auditing, and administration in Denmark, respectively. This is supplemented with information about the contribution provided by staff employed by the Danish partner. The classification provides overall basic information but does not always provide information about budget and expenses in Denmark, in local/regional offices functioning as an “intermediary”, and at the partner level, respectively. Furthermore, activity related staff costs at the intermediary level are at times “imbedded” in the activities and thereby it becomes difficult to ascertain staff input at different levels.

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<sup>7</sup> The report from KVA’s financial monitoring visit on the 13 January 2016 is complementary to this report.

The interface with the grantees is covered through a Guide to Administration of Grants from the CSF, which also applies to other funding frames. The Guide is complemented by a number of separate documents and financial management standards, which are all available on CISU's homepage. These are, in general, found to constitute a sound basis for financial management and are at the same time easily accessible to the grantees. The guidelines provide a high degree of flexibility for the grantees to fine tune and adjust the budgets during implementation. The grantees are generally seen to apply this flexibility when relevant. Furthermore, CISU is flexible in granting justified no cost extensions.

## **6.2 Financial supervision and monitoring**

CISU undertakes supervision visits to the grantees in accordance with an annual schedule. This specifies that the programme grantees shall be visited six months after the first disbursement, whereas visits to other grantees take place based on an annual plan.

There are approximately ten to fifteen annual visits. The Financial Controller is planned to attend two of them and other CISU staff also undertake financial monitoring as part of their regular visits – and have been trained to that effect. Still, the Review Team considers that the financial controller could participate in more visits to collect more information to be institutionalised and channelled into the materials and counselling as well as the training activities in Denmark.

The grantees have an explicit responsibility to ensure and monitor that their partner(s) in the Global South comply with CISU standards. CISU facilitates this through trainings based on the MANGO financial health check, an Accountability Dialogue Tool developed for CISU, and financial management standards related to the grant size. The financial management tools and standards are actively used by the grantees and is a help to identify and assess the financial management quality and thereby the corruption risks. However, some of the more advanced grantees find the tools too crude/primitive. This underscores the need for a more selective approach that appreciates the capacities of the respective grantees. The Review Team consequently believes that the quality of the grantees' financial monitoring and supervision could be further strengthened by further targeting the training to the capacities of the individual grantees.

## **6.3 Anti-corruption**

CISU has an anti-corruption clause in all contracts and the Danish grantees are subsequently doing the same in their respective contracts. The various tools are available on CISU's homepage together with the reporting templates and the possibility to report suspicion. CISU maintains a log of reported C-cases and follows up regularly. However, it should be appreciated that the perception of corruption differs across cultures, including when it should be reported. Furthermore, the risks are different depending on partnership and grant type. For instance, there seems to be a high degree of social control in the small projects where individuals know each other, whereas the relation changes character as the relation becomes professionalised and the grant size increases.

## **6.4 Recommendations**

The Review Team recommends to:

- Revise budget formats to clearly specify the use of funds by the Danish partner, the regional/local “intermediary” and the partner(s) in the Global South, respectively.
- Further customise and target the financial management, financial risk management, financial monitoring, and anti-corruption tools to the actual needs of the different grantees.

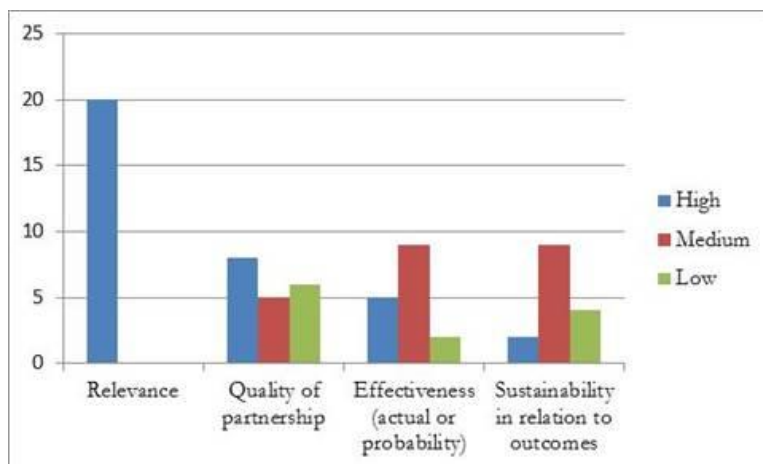
## 7 Results in the Global South

The assessment of results in the Global South is presented in this Chapter. The assessment focuses on the relevance of the objectives of projects, the quality of the partnerships (roles and resources, mutual benefits, approaches to capacity development), the effectiveness of the projects (are they likely to achieve their intended outcome?) and the sustainability of those intended outcomes. Outcomes are typically defined as the immediate objective(s) set out in the CISU applications.

The assessment is based on the analysis of sampled CSF and FCE projects, a desk review of the entire portfolio of FCE projects as well as consultations with a wide range of stakeholders and extensive document review.

As described in section 1.3, the assessment of the sampled projects builds on detailed assessments of each of the projects, based on the interview guides and assessments matrix available in Annexes 5 to 7. Based on these detailed assessments, the Team has rated the projects on a three-point scale as summarised in Chart 7-1 below. The assessments are unavoidably subject to a certain degree of interpretation but all ratings have been validated by all members of the core Review Team.

*Chart 7-1 Assessment of sampled CISU projects in East Africa, (N=20)*



Source: Review Team’s own assessment

### 7.1 Relevance

The sampled projects are all found to be relevant and in support of the “Policy for Danish Support to Civil Society”. Moreover, the FCE funded projects meet the objectives set out by MoFA and are in line with the “Strategic Framework for Natural Resources, Energy and Climate Change”. Looking at the total portfolio of FCE projects there are however, in the

Review Team's assessment, a couple of projects with a less direct relation to climate change and adaptation.

*Advocacy, capacity and balance in development triangle*

The majority of sampled projects display a combination of advocacy, capacity building and strategic service delivery activities and are in that sense well in line with the CISU Development Triangle.

Some projects are however exclusively focused on advocacy and associated capacity development; this is specifically pronounced for the FCE-funded projects and is, as mentioned, fully in line with the GRV-endorsed Guidelines. Still the majority of the FCE beneficiaries consulted by the Review Team point out that it would have provided added relevance, if there had been an additional focus on some aspects of strategic service delivery and support to concrete examples of action that were supportive of the advocacy focus of the projects.

*Poverty orientation, HRBA and gender*

The sampled projects including the FCE projects also have a very good poverty orientation – and often target the poor and vulnerable groups directly. Related to this, the Review Team also finds that the sampled projects incorporate well the principles of the Human Rights Based Approach (HRBA) to development. Many CISU members and South partners are clearly very experienced in applying HRBA. Generally, all projects address participation, most projects actively seek to promote accountability and transparency, and many projects are promoting some form of non-discrimination. As far as human rights standards are concerned, some of the sampled projects do this very directly; others are working in a more implicit way.

CISU has promoted gender equality and stresses that this should be considered in the various projects. CISU has tools and strategies for this. Most of the sampled projects are found to have incorporated issues of gender equality in the way they are being formulated and implemented.

## **7.2 Partnerships**

The Review Team has assessed the quality of the partnerships in the sampled projects using, as mentioned, the CISU paper on partnership as a key reference<sup>8</sup>. The Paper usefully introduces a number of typical relationships (value based, professional, under auspices of international organisation and alliance). Moreover, the Paper recognises that partnerships can be valuable without necessarily being long term. Still, many of the partnerships in the sample have several years behind them, and many have aspects of more than one type of partnership. They are further analysed in the sections below.

*Quality of partnerships*

Overall, the partnerships in the sampled projects are found to be reasonably strong and it is clear from the Team's interaction with partners in Denmark and in the Global South that partnerships are being improved and further developed as a result of the project interventions.

Both the Danish and the South organisations value the partnerships, and the partnerships are essential to many of the organisations. Several organisations have partnerships that are more

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<sup>8</sup> "Partnership and strengthening of civil society" <http://www.cisu.dk/værktøj-metoder/cisus-faglige-positionspapirer>

than the projects funded by CISU and where interaction among partners is happening outside the CISU-funded projects. Moreover, the partnerships are relatively equal and mutual in nature, with both partners contributing and benefitting. As a case in point, most of the projects have been developed in a joint process between the Danish partner and the partner(s) in South. While, ideas often come from South partners, who are also the key implementers of the projects, both partners tend to have strong ownership of the projects. The Danish partner often provides technical support and support in management, organisational development and strategy development.

But the picture is also mixed with some of the smaller partners in the South tending to look solely to their Danish partners for funding and support, but also with a situation where the Danish partner's input is so limited that mutual benefits can be difficult to achieve. Several examples exist, where the input of the Danish partner would have been valuable but where funding for this has not been included in the application.

The Review Team has noted large differences between projects in terms of what has been accepted as Danish (or Northern) input into the partnership. Within the FCE, some of the projects channelled through international NGOs use beyond 50% of funds to finance internal staff and TA, while others have only limited funds available for own participation. Such differences cannot be explained solely by different needs of the projects, and calls for better calibration in the grant assessment system. The Review Team finds that it should be considered to further accept, in applications, additional funding going to Danish partners, as long as this is well argued and based on a strong technical/strategic input.

The Review team generally finds that partnerships are strongest when they are either professional or value-based partnerships (sometimes a combination) – and in those cases where fewer organisations are involved.

Weaker partnerships seem, by implication, to be found in relation to project collaborations involving many organisations and/or many countries – often incorporating several existing networks. Still, such partnerships are nonetheless important as they can have substantial outreach and influence once they are up and running as the projects with the *Danish Non-Communicable Diseases (NCD) Alliance/ Danish Cancer Society* indicate. The challenge is to set up such networks in a way that minimises transaction and coordination costs. Accordingly, the CISU guidance given on partnerships could be further developed so as to better capture the increasing amount of work within such multi-actor and multi-country networks undertaken by a range of the CISU applicants – not least under the FCE.

Some of the partnerships also seem to demand a clearer description of division of roles. This applies to both CSF and FCE projects. In some cases, little is provided in the applications in terms of future development of partnership, future sustainability and possible exit of the partnership as well as how monitoring of the partnership development will be undertaken.

Related to this, some of the partnerships established under the auspices of an international organisation face challenges in the sense that the role of the Danish partner in some cases is taken over and dominated by other offices within the international alliance – typically the country office in the Global South. Here it is important to find the right balance between the



control role exercised by the country office of the Danish/ international CSO and the autonomy given to the local partners to *de facto* lead implementation.

#### *Approaches to capacity development*

Different approaches to capacity development are applied in the projects, but traditional trainings and seminars appear to be the default activity – often delivered by local consultants. Opportunities exist however, in the assessment of the Review Team, to further include other approaches such peer-to-peer learning, twinning and coaching with more focus on organisational and contextual issues.

#### *Partnership guidance and new developments*

The CISU guidance on partnerships is considered useful. The format for partnership agreements is also relevant but only a limited number of the partners in the sampled projects make use of such agreements. Instead they sign Memoranda of Understanding for the implementation of specific projects. The partnership relation is rarely treated in detail in such MoU.

Moreover, the nature of partnerships is clearly changing from a traditional bilateral relation between a Danish organisation and a partner in the Global South to multi-actor and multi-country partnerships. These new types of partnership have significant potential but demand, in the view of the Review Team, additional inputs and guidance from CISU.

### **7.3 Effectiveness**

The sampled projects are more or less on target in terms of implementation, although quite a few have experienced delays. Where major delays have been observed by the Team, these are typically due to changes in the context far outside the direct control of the project partners (e.g. political instability). In such cases CISU has granted the necessary no-cost extension.

Most projects are assessed to be reasonably effective and likely to achieve a number, but not all, of their intended results at outcome level. The most complex projects with activities in many countries and at multiple levels are assessed to be least effective as they have seen significant delays in getting proper implementation agreements in place, with difficult division of roles and deliveries, and with large transaction costs for managing the complexity. Leaving out the most complex projects, the rest of the projects are assessed to be reasonably effective, including projects with one-to-one partner relations as well as network-based projects where roles are clear and complexity is limited.

The sampled projects are contributing to developing capacities of South partner organisations either through direct South partner capacity building or through capacity building of other South organisations. The projects contribute in that sense to a diverse, networked and strengthened civil society locally, nationally or regionally as foreseen in the Danish Civil Society Policy. In some projects it is formulated as a direct objective in others it is addressed indirectly.

The results at outcome level take many different shapes. Some relate to improved service delivery or improved social accountability. Others relate to economic empowerment and improved livelihoods. The various objectives are, in line with the thinking behind the Development Triangle, often interrelated and several of them are present at the same time.

The four sampled FCE projects are assessed as contributing towards improved advocacy for climate adaptation and mitigation, this includes their input to the climate negotiation processes and their participation in COP21 with reportedly good outreach and opportunities to influence the various climate adaptation and mitigation related processes. In short, the projects seem to have enabled a broad participation from and networking between national/regional and international NGOs related to international negotiations. Opportunities for impacting positively on poor people in relation to adaptation and mitigation are also being pursued through the projects. It is however too early to make a firm assessment whether the projects contribute positively to this outcome.

Most of the projects in the sample struggle with the fact that advocacy and capacity development are long term endeavours while CISU projects are not. In fact many of the projects in the sample have duration of two to three years whereas change may require at least five years of sustained interventions. It should be considered to define projects within longer time frames and for CISU to provide the right conditions and incentives for having longer-term or phased projects constituting a larger share of the portfolio. This is further discussed in the section below.

Some of the FCE projects are by design, and in keeping with the FCE mandate and guidelines, very complex in terms of number of partners, countries and institutional levels involved. As already pointed out, partner relations are not always clear in such cases. This may well have a negative bearing on the effectiveness of such projects.

#### **7.4 Sustainability**

CISU has worked actively on promoting sustainability in development projects evidenced by the fact that the very first CISU position paper, released back in 2010, addressed this issue. The paper usefully outlines CISU's definition of the issue ("advantages and effects which continue after the activity has ended") and stresses that development must have a long-term perspective. The 2010 paper therefore launched the so-called phased project approach in which "experienced applicants" were encouraged to divide projects into phases.

##### *Organisational sustainability*

By design, CISU projects contribute well to sustainability in the sense that they seek to develop the capacity of already existing local organisations and networks for them to promote more permanent change in their respective countries – often with the South partner in the driving seat. As a case in point the partnership between the *Confederation of Danish Industries* and *Kenya Association of Manufacturers* (KAM) is largely implemented by KAM in association with other relevant local actors. Moreover, the project has led to the creation of local structures and practices that may well continue beyond the period of the specific CISU project.

The sampled projects also show that effective advocacy promoted through legitimate organisations and linked to proven changes on the ground can be very strong factors in creating sustainability.

The short time horizon of the projects, referred to above, has, however, a negative bearing on the sustainability of the results, which is generally rated as medium. As mentioned, CISU had addressed the need for long-term engagements by launching the phased project approach but

very few applicants have applied for this modality. The Team understands that being a phased project in no way gave the organisation any assurance that it would likely get an extension to the first phase, so incentives for applying may have been rather limited. What typically happens instead is that organisations end up applying for a number of projects although this was not necessarily the explicit intention at the outset. While such consecutive projects are based on experience from previous projects, the Review Team considers it worthwhile exploring whether duration of the individual projects could be increased - not only in view of the long term nature of the project objectives (capacity development, advocacy etc.) but also to reduce transaction costs for CISU having to deal with many smaller projects.

#### *Avoiding parallel structures*

The focus on strategic service delivery in the Development Triangle also ensures that there is virtually no – or at least limited – support to the development of competing structures. With a few exceptions, the strategic service delivery activities reviewed by the Team had, as an in-built activity, the intention to engage and demonstrate results to public authorities – e.g. by documenting lessons learned from pilot projects. Still, as evidenced by one Project visited by the Team, partners capable of carrying out strategic service delivery may not necessarily have the necessary skills, network and access to engage relevant authorities in an effective way.

#### *Financial sustainability*

The organisations in the sample have very different levels of dependency on funding coming through the CISU projects. For roughly half of the organisations, typically small ones such as *SAREPTA* working with *Morsoe Third World Association*, CISU funding is playing a major role in their sustainability as organisations. For the remaining part, CISU funding is only central to the implementation of the specific project activities. It is also assessed that many of the activities supported and several of the smaller value-based partnerships are likely to be sustained even without renewed CISU support.

### **7.5 Recommendations**

The Review Team recommends to:

- Put additional focus on ensuring clarity in applications of partnership relations
- Create conditions and incentives for partners to apply for projects with longer duration.

## **8 Mobilisation and engagement in Denmark**

While not a primary focus of this Review, the support channelled through CISU also aims to ensure popular anchorage and engagement in development activities in Denmark through communication and information activities carried out by the Danish partners. Project allocations have 2% reserved for such activities – and CISU also has, as mentioned, a dedicated Development Education Fund (outside the scope of this Review).

The CISU secretariat devotes significant attention to development of education and awareness raising. To strengthen members' capacity to communicate, CISU makes several courses and tools available. CISU has further increased its approach through its participation in the EU-funded project, "Reframing the message" implemented from 2013 until 2015. The objective

was twofold: 1) To promote exchanges of experiences among European peers with a view to promote a more constructive and solutions oriented approach to communication. 2) To provide extensive training on how to carry out high quality development education for Danish organisations.

The Project allowed CISU to boost its supply of courses and workshops. The experience from the project also informed the development of the CISU position paper: “Roles of Danish development organisations in the North” as well as course materials and a toolbox that is available online.

In its annual reporting to the MoFA, CISU informs that communication activities carried out by Danish partners are typically project-related and often targeted at their own members/constituencies. Media used typically include e-mails, homepages and various social media, notably *Facebook*. Several have also worked together with the *World's Best News* campaign. 67 member organisations participated in the course of 2014.

This general picture is confirmed by the Danish organisations consulted by the Review Team with the addition that the Team has been particularly impressed by the efforts made by small, volunteer-based organisations to communicate and engage their local communities. Small organisations like *Morsøe Third World Association*, *Friends of Karagve* and *Moyo Kwa Moyo* have all launched a wide range of communication and awareness activities targeting high schools, boarding schools, Lions Clubs, farmer schools etc. Some of the organisations consulted (*Seniors Without Borders*, DMCDD) have also involved South Partners in their information work – e.g. by inviting their South partners to come to Denmark and take part in visits, general assemblies etc.

Generally speaking, the Review Team finds that CISU has managed to strengthen this area during the review Period – in no small part due to its participation in the EU-project. CISU cannot, however, be expected to maintain this level in the future, given the end of the project and the general reduction in budgets.

## 9 Conclusion

CISU performs well in delivering results under its agreement with the MoFA. The organisation is sound, its procedures are clear and well-documented and its staff highly experienced and committed. This is a very sound basis for delivering results. The fact that CISU has been able to successfully manage a number of calls under the FCE is a testimony to this capacity. The Review Team is also confident that CISU has capacity to successfully manage the new Eastern Neighbourhood Civil Society Fund.

Moreover, CISU has an impressive outreach to popular organizations all across Denmark, some very small, some quite experienced. It is to the credit of CISU that this highly diverse group has united around CISU to become better at ensuring popular anchorage and engagement in development activities and to deliver development results in sound partnerships with partners from the Global South.

Clearly, the results of CISU’s work cannot be gauged by looking at single projects in isolation.

Still, the Review has shown that the projects, when analysed individually, perform rather well – especially in terms of relevance and, to some extent, partnerships and effectiveness. This applies to both CSF and FCE projects.

Whereas partnerships under the CSF are typically value-based or professional, the partnerships under the FCE are somewhat different in nature. Framework organisations and to some extent international NGOs are holding a majority of the projects and often the FCE projects are part of a larger programme. This potentially strengthens the impact of the projects, but also complicates monitoring of the Danish support. At times it weakens the Danish participation in the partnerships.

The sampled projects are also achieving a good deal of their intended outcomes but certainly not all. Outcomes related to organisational development and advocacy often require an engagement that goes well beyond the rather short projects. Moreover, most of the FCE projects have been under implementation for less than a year and it is therefore too early to make a firm assessment of results.

Clearly, the Danish partners have also benefitted tremendously from CISU's capacity development services. Lessons learned from the projects are applied directly in the design and implementation and therefore also has an impact on the results in the Global South. This is no small achievement.

CISU has also managed to respond well to the budget cuts imposed by the MoFA. CISU is for example exploring new areas such as resilience, partnering with social movements, collaboration with private sector and socio-economic companies, work with SDG information as well as further collaboration with diaspora organisations. The Review Team finds these areas highly relevant.

The main concern is that CISU is yet struggling to prove the change it contributes to in the Global South. It is a tremendous challenge to communicate to the outside world the change created by several hundred projects spread across more than 50 countries and a very diverse range of sectors and themes. There are, however, ways around some of the challenges, and this Review strongly encourages CISU to test some of these ways to show and communicate that CISU provides value for money. In short, CISU would be well advised to further embrace and promote a results culture.

Despite this reservation, the team considers that the MoFA support should be maintained as the overall balance sheet is positive. The team also considers that the FCE could well continue under the auspices of CISU if future funding is made available. The Review Team notes in this context that the FCE currently provides the only major entry point for Danish CSOs to work on climate and environmental issues in a development context.

Still, if future funding for both FCE and ENCSF are provided to CISU, the MoFA should consider together with CISU whether such support could be better integrated in the existing CSF. Integration could include the development of a joint results framework, joint calls, guidelines etc.

## 10 Process Action Plan

The below Process Action Plan summarises the recommendations of the Review Team and provides details on timing, responsibility for follow-up and, not least, proposed directions, which are meant to provide inspiration and ideas to CISU and the MoFA.

The recommendations apply to both CSF and FCE unless otherwise indicated.

*Table 10-1 Process Action Plan*

| Recommendation   | Responsible  | Timing   | Proposed directions  |
|--|--------------|----------|--|
| 1. Simplify application procedures   | CISU         | 2016     | Revise formats for project documents/applications in order to avoid duplication of information requested and require less and shorter information to be provided by applicants (applies to all modalities)   |
| 2. Strengthen design and practical application of M&E systems in projects  | CISU         | End 2016 | Further guidance to projects on implementation of monitoring systems for continuous management and for documentation is suggested.<br><br>Project reporting on level of objective achievement and their contribution to changes on the ground within a simple ToC could be given more emphasis in the CISU guidance.<br><br>Concrete follow-up is required for organisations who have committed to make baselines. |
| 3. Clarify the status, application and future use of the indicators for FCE projects provided in the 2014 agreement between GRV and CISU | GRV and CISU | 2016     | Clarify how the indicators can be adjusted and applied, and preferably integrated in the wider CSF monitoring.   |

| Recommendation  | Responsible | Timing  | Proposed directions   |
|---|-------------|---|---|
| 4. Strengthen efforts to monitor and document results in the Global South   | CISU        | To be reflected initially in 2015 reporting and fully in 2016 reporting | <p>It is suggested to further develop the CISU outcome matrix so as to give more weight to results in the Global South.</p> <p>It is also suggested to explore how project level data on results achieved can be further utilised in the summarised CISU monitoring and documentation system for results in the Global South (not least outcome challenge no 6.). A recent paper from INTRAC provides useful guidance in that respect<sup>9</sup>. It could be considered to:</p> <ul style="list-style-type: none"> <li>• Summarise results around certain thematic areas – for example in relation to the SDGs.</li> <li>• Introduce a system for monitoring the level of objective achievements to get an overview of the rate of success in meeting objectives.</li> <li>• Conduct case studies illustrating concrete change</li> </ul> <p>The approach would also incorporate CISU’s ongoing and planned M&amp;E tools, tracer studies, case studies etc.</p> <p>Finally, a CISU Results Report with aggregated data and case studies could be considered in place of the current two results reports.</p> |
| 5. Revise budget formats  | CISU        | 2016  | Specify the use of funds by the Danish partner, the regional/local “intermediary” and the partner(s) in the Global South, respectively.   |
| 6. Further customise the project financial management, financial risk management, financial monitoring, and anti-corruption standards, tools and packages | CISU        | 2016  | Develop targeted and better suited/practically tools to better target the differing capacities/needs among the Danish grantees and grant types.   |

<sup>9</sup> INTRAC M&E Papers 2016: “Summarising Portfolio Change: Results frameworks at organisational level”, which recognises these challenges, but also indicates possible ways to address these challenges

| Recommendation  | Responsible | Timing | Proposed directions   |
|---|-------------|--------|---|
| 7. Put additional focus on ensuring clarity in applications of partnership relations in the different type of projects funded | CISU        | 2016   | Include a clearer description of partner roles and responsibilities in implementation, including a more explicit description of the objectives of the partnership. Likewise, in the applications, partnership development over time could be better described and monitored.  |
| 8. Create conditions and incentives for partners to apply for projects with longer duration.                                  | CISU        | 2016   | <p>CISU Counsellors could be encouraged to advice potential applicants to design longer term projects.</p> <p>It is also proposed to revise maximum ceilings back to 2015 levels to allow for projects with higher budgets and therefore potentially longer duration</p> <p>Finally, long term project approaches could be further promoted with appropriate incentives – and if complementarity to PR modality is clear.</p> |



## **Annex 1    Terms of Reference**

### **Background**

#### *Presentation of the organisation*

Civil Society in Development (CISU) is an association of more than 280 popular organisations in Denmark, all of which are engaged in development cooperation, whether it is their main mission or part of their activities.

CISU works to build the capacity of member organisations through courses, advisory services, dissemination of information, exchange of experiences and networking. CISU also administers the Civil Society Fund, which supports the cooperation between Danish organisations and partners in developing countries. The aim is to provide a funding option that is flexible and adapted to the modus operandi of popular organisations, without compromising the quality of interventions. Within this Fund, CISU may award grants of up to DKK 5 million. Within the Fund it is also possible to apply for another CISU administered modality of civil society support, namely that of major programme grants.

Since 2013 CISU has also administered a dedicated Climate and Environment Fund (CEF). The objective of this particular fund is to engage and involve civil society in international networking and advocacy processes on climate and environment. Unlike the general Civil Society Fund, CISU can through the CEF provide support to organisations with a Framework Agreement with the Danish Ministry of Foreign Affairs (MOFA).

The above services and funds are as a part of Denmark's official development assistance financed by the MOFA, which has also laid down the overall framework for grants.

Accordingly, CISU's work is primarily guided by the June 2014 *"Policy for Danish Support to Civil Society"* and other relevant strategies and policies passed by the Danish government and the Folketing (Parliament of Denmark).

In the period 2013-2015, CISU received DKK 150m annually for its professional services and the Civil Society Fund - in addition to funds earmarked for the CEF - DKK 20m in 2013 and a total of DKK 75m for the period 2014-16.

The relations and respective responsibilities between the MOFA and CISU are outlined in a general agreement as well as CISU's rolling plan (current version covering 2015-2018). This agreement provides for CISU to carry out grant management, capacity development and development education. The annual appropriations to CISU are described in the Finance Act (§06.33.01.10).

Independently of the funding from the MOFA, CISU also works together with its members to ensure space and support for their work.

CISU's leadership is constituted by a seven-member board, elected annually at the general assembly. The Board, in turn, appoints the five members of the Assessment Committee, which takes the final decision on applications under both funds. The Management of CISU is entrusted to a secretariat located in Aarhus.

### *Conclusions from previous reviews and capacity assessments*

In 2004 a MOFA commissioned capacity assessment of CISU was carried out along with a review of its core services, advice and training, and its administration of the former pool arrangement (“Mini Pool). The study concluded overall that CISU was an efficient and professional organisation. Based on this, the grant ceiling for applications was increased by the MOFA from DKK 1m to DKK 3m.

In 2008, CISU commissioned an external review of the grant allocation system. The study identified a number of recommendations including the need to improve communication between stakeholders, the introduction of a modified management structure in CISU and modifications to the budgetary process. CISU has subsequently implemented the majority of these recommendations.

In 2009/ 2010 another MOFA commissioned review of CISU was carried out. The Review concluded that CISU had the capacity to handle yet another increase in the maximum grant size – this time from DKK 3m to DKK 5m. This in turn was implemented in 2011. In 2012 the MOFA decided to further optimize the management of its NGO assistance by concluding proper Framework Agreements with a number of organizations that had previously received support through the programme agreements, while the administration of other individual projects was transferred to CISU. CISU’s appropriations from the MOFA therefore increased to DKK 150m per year.

An independent evaluation of the implementation of Danish civil society strategy was conducted in 2012. This evaluation also looked into CISU’s work and its impact on partners in the South.

CISU was most recently reviewed by Technical Advisory Services in 2012. The Review issued the following main conclusions and recommendations:

- CISU and UM to develop a more simple format for the rolling plan and the yearly reporting.
- The agreement between the MOFA and CISU to include few, meaningful strategic results focusing on the purpose of the MOFA funding of CISU.
- The agreement subsequently not to include too many objectives, but rather leave room for CISU to ensure how results are achieved with annual reporting on achievement of time bound strategic objectives.
- The agreement to include how progress is documented, which methods will be used and criteria for achievements.
- The agreement to include objectives at outcome level and to a necessary degree at output level as described in the CISU proposed outcome mapping.
- Until CISU has completed the development of its outcome mapping system to consider including objectives at output level as e.g. satisfaction with advisory and training services, level of learning achieved, innovation and development of differentiated courses.

Finally, the CEF was appraised by Technical Advisory Services in 2014. The assessment was generally positive but the Appraisal also pointed to the need to strengthen the results framework.

## **Objective**

The overall objective of the Review is to assess CISU's performance in delivering results under its agreements with the MOFA and to give the MOFA and CISU a comprehensive and up-to-date basis for further development of the part of CISU's services that are funded by MOFA to support the objectives of the Danish Civil Society Policy in the most effective way. In addition to CISU's core services (with a focus on grant management and capacity development), the Review will also assess progress under the Climate and Environment Fund and how it fits within the overall CISU framework.

## **Scope**

### *Strategic level*

The June 2014 "*Policy for Danish Support to Civil Society*" constitutes the policy framework for the agreement between the MOFA and CISU. This policy specifies the aim of support through Danish pooled funding arrangements such as CISU as being twofold; namely partly to ensure popular anchorage and engagement in development activities and partly through its members' engagement with partners from the Global South to deliver development results. In light of these two aims CISU has developed a strategy 2014-17, a Theory of Change and a hierarchy of documents guiding its work towards achieving the two aims of the Civil Society Policy.

The Review will assess to what extent CISU's overall strategy, values and theory of change are relevant and consistent with its agreements with the MOFA and the Danish policy framework including the Policy for Danish Support to Civil Society. This includes assessing CISU's dual role –acting partly as representative and advocate for CSOs, acting partly as fund manager and capacity builder on behalf of the MOFA. The review will also focus on the role played by the Board in setting strategic direction for CISU.

### *Level of performance - Results in the Global South*

Unlike previous years, this Review will have a special focus on the results generated in the Global South - and therefore mainly the second objective for pooled funding arrangements in the Civil Society Policy - and, in that context, the quality of the partnerships developed between Danish organisations and their partners in the Global South and by assessing the value added of CISU in facilitating such partnerships. The Review will also assess how CISU in that respect applies and promotes the Human Rights Based Approach through its work. The Review will also assess the overall relevance and effectiveness of the projects financed by CISU through both Funds.

Specifically for the Climate and Environment Fund the Review will also seek to establish to what extent the projects financed under CEF as an open pool for funding have a linkage to international policy processes and whether the projects are linked to relevant Danish stakeholders and relevant international policy processes.

### *Monitoring and Documentation of results*

Following up on previous Reviews, the Review will assess CISU's efforts to establish a solid and reliable system to monitor and document results of its work (including relevant output, outcome and impact indicators). The Review will in that respect assess the work carried out to date with Outcome mappings and Theory of Change and CISU's current efforts to monitor results in the Global South including the use of so-called Tracer Studies, Thematic Reviews and field inspections.

### *Organisational aspects*

The Review will assess to what extent CISU has the necessary human resources and systems in place to manage the Funds and implement services agreed with the MOFA. This includes assessing whether CISU has the necessary thematic expertise in place to effectively manage the Climate and Environment Fund and how CEF is managed within the organisation and in relation to the broader CISU Fund and services.

The Review will also assess how CISU ensures learning and knowledge management, including learning from assessments, reviews and evaluations of concrete applications and projects. The Review will in that respect also assess how CISU contributes to and its members benefit from participation in Danish and international networks and coordination structures such as Global Focus, the 92 Group, CIVICUS and national and regional networks from the Global South.

### *Financial management and administrative procedures*

The Review will focus on assessing the adequacy and quality of the financial management and auditing of the projects in the Global South under the general Civil Society Fund and the CEF. This part of the assignment will involve systemic issues as well as financial content issues. This part of the assignment will be coordinated closely with KVA and will rely primarily on a number of samples related to the field visits in Tanzania and Kenya.

The financial monitoring visit by KVA, which will be coordinated with the Review, will focus on systemic issues at CISU while the Review focuses on content issues at CISU.

### *Capacity development services*

The Review will assess the complementarity and value added of CISU's offer of capacity development services in relation to other domestic actors offering such services including Global Focus, Danish Mission Council Development Department, The Danish Youth Council and the Disabled People's Organisations Denmark. Any overlaps or areas that are currently not covered by these operators should be identified. The Review will not assess CISU's specific approach to capacity development since this was reviewed in depth by TAS in 2012.

### *Implementation of previous Review and Appraisal recommendations*

The Review will assess CISU's follow-up and implementation of recommendations issued by the 2012 TAS Review and of the 2014 TAS desk appraisal of the CEF.

### *MOFA-CISU Relations*

Finally the Review will assess the cooperation between CISU and the MOFA including dialogue and reporting practices.

It should be noted that adjustments to the scope of work of these TOR can take place based on discussions with HCP, GRV and CISU following the Mission Preparation Note to be prepared by the Review Team.

### **Methodology**

The Review will consist of document reviews, interviews around Denmark, a mini-workshop in Aarhus to validate initial findings, and two field studies followed by a debriefing meeting to discuss the draft review report.

Since previous Reviews have focussed extensively on the delivery of courses and advisory services this part of the Review will rely primarily on a review of secondary data combined with a number of interviews with key stakeholders in Denmark.

The assessment of partnerships and results in the Global South will be informed by primary data collection through field visits to two countries in the Global South (Tanzania and Kenya) as well as consultations with their Danish partners.

The methodology (including approach to assessing partnerships) will be further fine-tuned in consultation with the selected consultant.

## **Annex 2 Documentation consulted**

### **Ministry of Foreign Affairs documents:**

1. The right to a better life, Strategy for Denmark's Development Cooperation, May 2012
2. Policy for Danish support to Civil Society, June 2014
3. A greener world for all, Strategic Framework for Natural Resources, Energy and Climate Change, September 2013
4. Danish CSOs and their Pathways to Change: A Learning Synthesis, September 2015
5. Evaluation of Danish Support to Civil Society, January 2015

### **CISU Strategic documents and procedures**

6. CISU Strategy 2014-2017- together for global justice
7. CISU Vision, Mission, Værdier
8. CISU Theory of Change, 2014
9. CISU Outcome Matrix, 2015
10. CISU PALME Årshjul samt forklaring, 2015
11. CISU - fortsat på vej - også ad nye veje, November 2015
12. CISU Vedtægter (opdateret April 2015)
13. Procedurer for civil samfundspuljen og puljen for klima og miljø, 2015
14. CISU Position Papers

### **CISU/Ministry of Foreign Affairs reporting, agreements, meetings**

15. CISU resultat rapportering 2014, November 2015
16. CISU resultat rapportering 2014, Annex 1-6, November 2015
17. CISU resultat rapportering 2014, Underbilag 1-19, November 2015
18. CISU rulleplan 2016-19, November 2015
19. CISU rulleplan 2016-19, Bilag 1-9, November 2015
20. CISU rulleplan 2014-2017, incl. Bilag
21. CISU rulleplan 2013-2016, incl. Bilag
22. Aftale om samarbejde mellem Udenrigsministeriet og Civilsamfund i Udvikling, revideret April 2013
23. Dialogmøde CISU-MoFA/HCP referater, Januar 2015
24. European Neighbourhood (EUN), Internal Grant Committee Meeting, MoFA, November 2015

### **CISU overview of applications to Civil Society Fund**

25. Oversigt alle ansøgninger 2012
26. Oversigt alle ansøgninger 2013
27. Oversigt alle ansøgninger 2014
28. Oversigt alle ansøgninger 2015
29. Overview of applications by fund and modality 2013-2015

## **Documents re. Fund for Climate and Environment**

30. Aftalebrev CISU-UM vedr PKM, 2013
31. Aftalebrev CISU-UM vedr. PKM 2014
32. Status on the FCE, September 2015
33. Bidrag fra fagkonsulent på PKM, skrivelse til UM, Februar 2015
34. Ansøgning til PKM fra Sex og Samfund samt bevillingsnotat 2014
35. Ansøgning til PKM fra Vedvarende Energy, samt bevillingsnotat 2015
36. Ansøgning til PKM fra Afrika Kontakt, samt bevillingsnotat 2015
37. Ansøgning til PKM fra IWGIA, samt bevillingsnotat, 2015
38. Ansøgning til PKM fra CARE, samt bevillingsnotat, 2015
39. Ansøgning til PKM fra IBIS, samt bevillingsnotat, 2015
40. Ansøgning til PKM fra Plan Danmark, samt bevillingsnotat, 2015
41. Ansøgning til PKM fra WWF, samt bevillingsnotat, 2014
42. Ansøgning til PKM fra IBIS, samt bevillingsnotat, 2015
43. Oversigt ansøgninger til PKM September runde 2015

## **CISU - Capacity analysis and appraisals of organisations**

44. Danish Forestry Extension (DFE) – Capacity assessment and appraisal of draft concept note, June 2014
45. Africa Contact - Assessment report, December 2009
46. Dansk Ornitologisk Forening (DOF) - Capacity assessment and appraisal report, June 2014
47. International Aid Services (IAS)- Mini Capacity Analysis, February 2011
48. International Aid Services (IAS) - Capacity assessment and appraisal report, October 2014
49. Axis – Kapacitetsanalyse, November 2009
50. Dansk Folkehjælp (DFH) – Kapacitetsanalyse, Juli 2013
51. Fagligt Internationalt Centre (FIC) – Kapacitetsanalyse, Juni 2013
52. Plan Denmark – Capacity Assessment, January 2010
53. Plan Denmark – Capacity Assessment and Appraisal, December 2014
54. International Børnesolidaritet – Kapacitetsanalyse, February 2014
55. Dansk Blindesamfund Internationale Arbejde – Kapacitetsanalyse, Juni 2013
56. SOS- Children’s Villages –Denmark – Capacity Assessment, May 2014

## **CISU- Capacity Development Services**

57. Kursus evalueringsrapporter, 2013-2015
58. CISU kapacitetsydelse, September 2015
59. Kursusdifferentiering, 2015
60. Kursusstatisk 1996-2015
61. Rådgivninger Statistik 1996-2015

## **CISU grant processes and meetings**

62. CISU faglig dag møder, referater med bilag 2014
63. CISU faglig dag møder, referater med bilag 2015

64. Oversigt over kommunikations og beslutningsgange ift Faglig Dag, 2015
65. Rundemøde referater 2013
66. Rundemøde referater 2014
67. Rundemøde referater 2015
68. Programme and grant meetings 2013
69. Programme and grant meetings 2014
70. Programme and grant meetings 2015
71. CISU general forsamling referat 2015
72. CISU medlemsundersøgelse 2015

### **CISU reviews, serviceeftersyn**

73. Opfølgende serviceeftersyn på CISUs bevillingssystem, Maj 2014
74. Slutrapportering på serviceeftersyn, September 2014
75. Indstilling til bestyrelse på serviceeftersyn, September 2014
76. Opfølgning på serviceeftersyn, Juni 2014
77. CISU review report, Ministry of Foreign Affairs, December 2012

### **CISU monitoring and learning reports**

78. Monitoring visit report Bangladesh incl. annexes, November 2012
79. Learning visit report Phillippines, incl. annexes, March 2012
80. Thematic learning visit reports Nepal incl. annexes, February 2013
81. Thematic visit report, Kenya, January 2015
82. Monitoring visit reports Bolivia, March 2014
83. Monitoring visit reports Burundi April 2014
84. Monitoring visit reports India, February 2013
85. Monitoring visit report Kenya, November 2014
86. Monitoring visit report Kenya, CARE, October 2015
87. Monitoring visit reports Uganda, February 2015
88. Monitoring visit reports Uganda, October 2015
89. Monitoring visit reports Uganda, Tanzania, November 2014
90. Monitoring visit report Vietnam, ADDA, October 2015
91. Monitoring visit reports Zimbabwe, November 2013
92. Financielt tilsyns rapport FIC, November 2014
93. Financielt tilsyns rapport Friluftsrådet, November 2014

### **Documents related to sampled projects**

94. CARE Danmark, Project application, Grant Notes, Reports, 2015
95. Dansk Folkehjælp, Project applications, Grant Notes, Reports, 2014-2015
96. Dansk Industri, Project applications, Grant Notes, Reports, 2012-2015
97. Dansk Missionsråds Udviklingsafdeling (DMRU), Project application, Grant Notes, Reports, 2015
98. Dansk Ornitologisk Forening (DOF), Programme application, Grant Notes, Reports, 2014-2015
99. Fagligt Internationalt Center (FIC), Programme application, Grant Notes, Reports, 2013-



2015

100. International Aid Services (IAS), Project applications, Grant Notes, Reports, 2013-2015
101. IWGIA, Project application, Grant Notes, Reports, 2014-2015
102. Karagwes Venner, Project application, Grant Notes, Reports, 2013-2015
103. Kræftens Bekæmpelse, Project application, Grant Notes, Reports, 2014-2015
104. Morsø Ulandsforening, Project applications, Grant Notes, Reports, 2014-2015
105. Moyo Kwa Moyo, Project application, Grant Notes, Reports, 2015
106. Plan Danmark, Project applications, Grant Notes, Reports, 2012-2015
107. Røde Kors Danmark, Project application, Grant Notes, Reports, 2014-2015
108. Seniorer Uden Grænser, Project application, Grant Notes, Reports, 2014-2015
109. Tanzibarn, Project application, Grant system notes, Reports, 2014- 2015
110. Vedvarende Energi, Project application, Grant system notes, Reports, 2013-2015

### **Websites and Social media**

Websites, newsletters and social media (mainly *Facebook* and *Twitter*) has been consulted for the majority of the Danish grantees consulted by the Review team – and for a good deal of their partners in the Global South

## **Annex 3 List of people consulted**

### **In Denmark**

#### MoFA - Department for Humanitarian Action, Civil Society and Personnel Assistance (HCP)

Ulla Næsby Tawiah

Jens Kåre Rasmussen

#### MoFA – Department for Green Growth (GRV)

Lars Henrik Worsøe

#### CISU

Jeef Bech

Erik Vithner

Lotte Asp Mikkelsen

Bolette Kornum

Iben Westergaard Rasmussen

Maria Molde

Troels Hovgaard

Maiken Kjær Milthers

#### Sustainable Energy

Finn Tobiasen

Maria Graversen

Gunnar Boye Olesen

#### IWGLA

Kathrin Wessendorf

Marianne Jensen

#### Danish Mission Council Development Department (DMCDD).

Lars Udsholt

Kristine Kaaber Pors

#### Danish Youth Council

Katrine Christiansen

#### Disabled People's Organisation Denmark

Gitte Robinson

Dansk Ornitologisk Forening

Thomas Lehmberg

Charlotte Mathiesen

PLAN Denmark

Morten Lyng

Peter Tholstrup

Confederation of Danish Industries

Sara Ballan

CISU Board

Vibeke Tuxen

Morten Nielsen

Louise Hindenburg

Jon Clausen

Runa Bruun

Peter Tholstrup

Katja Thøgersen Staun

CARE/ALAP

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Torben Madsen

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Annette Larsen

Maria Justiano

Carsten Nielsen

Dansk People's Aid

Astrid Coyne Jensen

Mads B. Jørgensen

Bodil Mortensen

Friends of Karagwe

Hans Pors Simonsen

Lisbeth Simonsen

Moyo Kwa Moyo

Susanne Lubago

Seniors Without Borders

Lisbeth Aaen

Ole Holst

Sigurd Wandel

Knud Aagaard

Morsoe Third World Association

Anne Mette Schrader

Lene Høeg

Conni Mark

Global Focus

Kathrine Ohm Dietrich

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Berit Asmussen

Rina Lauritzen Trautner

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Thure Hastrup

Marianne Bo Paludan

Flemming Gjedde-Nielsen

Sten Andreasen

Danish Cancer Society/Danish NCD Alliance

Susanne Volquartz

Tanzibarn

Mette Falch Backe

Maren Bach Grønbæk

Danish Red Cross

Anne Mette Meyer

Signe Yde-Andersen

92-Group

Troels Dam Kristensen

## **In Tanzania**

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Einar Hebogård Jensen

Camilla Christenen

Nikla Borker Bjerre

Mette Brix Voetmann Melson

Moyo Kwa Moyo

Jonas Lubago (chair)

Robert Majiga (treasurer)

Novath Rukwago (secretary)

Tawasanet

Darius-Emmanuel-Juliet

TAMICO

Hassan Khamis Ameir – General Secretary

Philotea Ruvumbagu – Education and Training Officer

Rutahirwa Kaigarula – Planning Officer

Stanley John Mlele – Finance and Administration Officer

Foundation for Civil Society

Francis Kiwanga – Executive Director

TaTEDO

Estomih Sawe, Executive Director

Mary Swai – Senior Project Coordinator

Jonson Shuma – Resource Mobilisation Manager

Glory S. Samson – Finance Manager

Confederation of Danish Industries

Jesper Friis, Regional Manager

URYDO

Hamis komba

Daudi Lezyle

Issa Rashid

Eva David

Twawike Stalon

Elisha buzoya

URICO

Aminiel Munisi

Daudi Lezyle

Subira Mahela

Issa Rashid

George Jacobo

Magreth Mathias

Ruth John

PINGOS Forum

Edward Porokwa

Gidion Sanago

Isaya Naini

Karatu Development Association

Plucti Qorro

Alfred. M.Thomas

Suleman Lema

Rafael Tatok

SAREPTA Groups

Sr. Juliana Basiimaki

Dorcus David

Edson Nyaisigazi

Selina Ezekiel

Philbert Kamuhanda

Badiliana Lugaiya

SAREPTA Board

Johansen Lutabingwa

Japhet Kaihura

Judith Bukambu

Anna Patrick

Teresia Ntezibwa

KVTDC, HIMAY, HUDERES

Michael Sabbi Mwombeki - Board member and member of Himaya

Julius Michael, HUDERES, Assistant Director

Derick Katunzi, HUDERES, Director

Pascal Thomas, Principal KVDTC

**In Kenya**

Danish Embassy Nairobi

Mette Knudsen

Lars Bredal

Pernille Brix Jørgensen

Anne Angwenyi

Kenya Association of Manufactures

Phyllis Wakiaga – CEO

Judy Njino – Coordinator Global Compact Network

Tobias Alando – Head of Membership Development

Eunice Mwanyalo – Executive Officer – Salt Sub-Sector

OAIC

Rev. Nicta Lubaale -General Secretary

Benard Mwinzi –

Finance and Administration Manager

Rev. Phyllis Byrd -Director, Just Communities Program

Fiona Imbali Communications Officer

Rev. John Kamau -Advocacy and Community Facilitator

Njoroje Kimani - DMCCD/OAIC Project Consultant

PLAN, JEEP, JIPANGE, Teachers Service Commission

Purity Mbugua – programme officer Plan

Job Ochieng – Programme Manager Plan

Lechet Limado - Teachers Service Commission

Christopher Boswony – Teachers Service Commission

Zipporah Supuk Musengi – Teachers Service Commission

Boniface Kahuha, YEOP

John Kiriko, YEOP

Laurene Adhiambo Ochola – Jipange Group

Kennedy Otenda Olilo – YEOP

LAS Kenya Office

Mary Githiomi – Country Director

Susan Kiambi – Programme support manager

Caroline Ndirangu – Project adviser

FPFK, Langalanga

Moses Mbuthia, FPFK Contact person and Board member,

Norah Ojode FPFK Peace Project Officer

Odukhula Johnstone, Project Steering Committee Chair HR project

Boniface Mutua, Senior Project Officer – Peace Project

Margaret Muchendu, -Manager HR project

David Musumba, FPFK Deputy General Secretary

Eunice Wangiru – ToT

Margaret Odukhula –TOT

Caleb Kiilu- ToT

Eunice Nyawira – ToT

Simon Mbugua – ToT

Joe King Ori – Local Leader

Daniel Muinde - Local Authority Leader

Nakuru Hills Special School, TUNASPEC Self Help Group and Precios Gift Self Help Group

David Methu – Principal Nakuru Hills Special School

Wilson Wanjohi – Tunawesa SHG



Grace Mujhumbi – Tunawesa SHG  
Josephat Mwangi – Tunawesa SHG  
Naomi Mugeru -Precious Gifts SHG  
Jane Wangui Thuo – Precious Gifts SHG  
Violet Mwoshi – Precious Gifts SHG  
Nelly Dullo Ogege, Teacher Pangani Special School  
Hellen Nyakundi - Teacher Pangani Special School  
Richard Atuma – Teacher Nakuru Hills Special School  
Lucy N. Wangombe – Teacher Nakuru Hills Special School

CARE/GCCWG/IEWM/PACJA

Emma Bowa  
Ruth Metei  
Petersen Mucheke  
Robert Muthami, PACJA  
Sam Ogallah, PACJA  
Marlene Achoki, IEWM  
Annebell Waitihi, IEWM  
Fiona Perry

Kenya Red Cross

Jeanette Baekmark  
Elijah Muli  
Halima Saado Abdillahi

Regional office FIC

Caspar Pedo  
Festus Ouko  
Rachel Ambasa Tunya

East African NCD Alliance

Professor Gerald Yonga

Nature Kenya

Paul Matiku, Executive Director  
Joan Gichuki, Project Coordinator

## Annex 4 Sample

| Sample criteria | Tanzania  | Kenya   |
|-----------------|---|---|
| LI              | <p><b>Climate Change Partnership with Indigenous Peoples in East Africa.</b> Local partner: Pastoralists Indigenous Non-Governmental Organizations Forum (Arusha), Danish partner: IWGIA</p> <p><b>Promoting Pro-Poor Low-Carbon Development Strategies.</b> Local partner: TaTEDO (Dar es salaam), Danish partner: Vedvarende Energi</p>   | <p><b>Adaptation Learning and Advocacy Project</b> (NBO). Local partner: Gender and Climate Change Working Group (GCCWG) hosted by the Institute of Environment and Water Management. DK partner: CARE</p> <p><b>Needs of vulnerable people in policy dialogue.</b> Local partner: Kenya Red Cross Society (NBO). DK partner: Danish Red Cross</p>  |
| FF              | <p><b>Agro Business Project Karagwe.</b> Local partner: Karagwe District Vocational Training Centre (KDVTIC), Human Development and Relief Services (HUDERES), HifadhiMazingiraYakutunze (HIMAYA). DK partner: KaragweVenner</p> <p><b>Building the capacity of civil society in Tanzania on WASH Governance for improved government service delivery.</b> Local partner: Tanzania Water and Sanitation Network (TAWASANET), Karatu Development Association (KDA) (Dar and Karatu). DK partner: Dansk Folkehjælp - DKFH</p> | N.a.  |
| PA              | <p><b>Capacity building SAREPTA.</b> Local partner: SAREPTA (Bukoba). DK partner: Morsø U-landsforening</p>   | <p><b>Building Democratic Countries through Active Youth Engagement</b> Local partner: YEEP (NBO). DK partner PLAN Danmark.</p>   |
| MP              | <p><b>Agro Business Project Karagwe.</b> Local partner: Karagwe District Vocational Training Centre (KDVTIC), Human Development and Relief Services (HUDERES), HifadhiMazingiraYakutunze (HIMAYA). DK partner: KaragweVenner</p> <p><b>MTANDAO</b> Local partner: Usa River Community Organisation (URICO) Usa River, Arusha. DK partner: Tanzibarn</p> <p><b>Elima Kwa Wote:</b> Local partner: Moyo Kwa Moyo Tanzania. DK Partner: Moyo Kwa Moyo</p>  | <p><b>AAC in Kenya.</b> Local partner: 3 parents' organisations at: (1) Tunawesa Special Self Help Group (TUNASPC), (2) Pillars of Hope Self Help Group for Persons with Disability , and (3) Pangani Parents Self Help Group - two are situated in Nakuru. DK partner: Seniorer uden grænser</p> <p><b>Improving community-company dialogue in the Malindi Region.</b> Local partner: Kenya Association of Manufactures in Malindi. DK partner: Dansk Industri. (continuation of PA)</p> |

| Sample criteria | Tanzania   | Kenya   |
|-----------------|--|---|
| SP              | <p><b>Building the capacity of civil society in Tanzania on WASH Governance for improved government service delivery.</b> Local partner: Tanzania Water and Sanitation Network (TAWASANET), Karatu Development Association (KDA) (Dar and Karatu). DK partner: Dansk Folkehjælp – DKFH</p>   | <p><b>Building upon peace to strengthen civil society in Nakuru and Baringo Counties.</b> Local partner: Free Pentecostal Fellowship of Kenya, FPFK, Langalanga. DK partner: International Aid Services</p> <p><b>Forming faithbased networks for social accountability.</b> Local partner: Organization of African Instituted Churches/ FPFK-Nakuru, DK partner: DMRU</p> <p><b>East Africa NCD Alliance Sustainability Initiative.</b> Local Partner: NCD Alliance Kenya (NCDAK) er Kenya partner. DK partner: Kræftens Bekæmpelse (previously also PA grantee)</p> |
| PR              | <p><b>Decent Work and Labour Rights in East Africa.</b> Local partners include Tanzania Mining and Construction Workers Union (TAMICO). As a part of the program TAMICO and FIC will be initiating specific activities involving improvement of working conditions for construction workers in Dar Es Salaam. DK partner: Fagligt Internationalt Center.</p> | <p><b>Integrating Livelihoods and Conservation - People Partner with Nature for Sustainability.</b> Local partner: Nature Kenya/ <b>The East Africa Natural History Society (NBO).</b> DK partner: Dansk Ornitologisk Forening.</p>   |
| EU              | N.a.   | <p><b>Action for Child Protection - Violence against Children.</b> Plan DK receives CISU funding for EU co-financing working with the following local partners: Childline Kenya, Gender violence recovery Centre (GVRC), and teachers service commission. This project will as a minimum be assessed in the Review Team’s meeting with PLAN DK. Meetings with one or more local partners in NBO may also be pursued if time allows.</p>   |

## **Annex 5 Interview guide for partners in Denmark**

This interview guide is intended for the meetings the review team will have with the Danish organisations receiving support through CISU

### **About the organisation**

- History of the organisation and type of CSO actor (as per definition in CSO Policy)?
- Thematic focus of the organisation, professional capacity and how it is applied?
- Type of work undertaken in Denmark and its link to popular foundation? – What are the activities and communication done related to promoting popular foundation in Denmark?
- What are the information and advocacy activities supported in Denmark and how are they linked with the work in the South?
- How does the organisation sustain its operations now and in the future? - and what are most important factors impacting on the ability of the organisation to sustain its activities? – How is the membership of the organisation being sustained?
- Membership of networks, alliances – local to global – coordination with other organisations? – how is the organisation utilising these networks?

### **About procedures and management in the organisation and in the project**

- The management and administrative setup and capacity of the organisation and for the project?
- How are results being monitored and reported at the level of the project? – at the level of the organisation? – and in terms of reporting to CISU?
- How are the results being used in CISU reporting to Danida (to the extent that you are aware)?
- Approach to documentation of results specifically for the project(s)? - what is being monitored? – how has a baseline been established? - what is the monitoring used for including how it is used for learning? – what quality control of work is undertaken?
- What are the opportunities and constraints experienced in monitoring? – how are risks in implementation being addressed?
- How are the financial management processes, financial risks, and anticorruption framework understood, used, and applied in the project and in the organisation?
- What challenges are faced in management and financial management?
- Approach to capacity development and human resources within the organisation and for the specific project? – how is changes and innovation addressed?

### **About the relations with CISU**

- Describe the history of involvement with CISU in terms of the application process, projects awarded and collaboration with CISU?
- How is the membership of CISU impacting the organisation and how does the organisation impacts on CISU?

- Participation in CISU training/capacity building (including: afternoon meetings, weekend and full day courses, other courses, needs-based and thematic workshops, network meetings, and advisory services)
- Use of other capacity building initiatives from other organisations (including and how they link and compare with CISU capacity building activities?)
- How CISU counselling has been used by the organisation?
- Use of CISU tools and guidelines?
- CISU procedures in application and in the various steps of implementation – including opportunities and constraints?
- Assessment of value added of CISU? – and how CISU advice has been used in its work with the partners in the Global South? – including use of CISU monitoring visits and evaluations?

**About the project and the partnership (some organisations might have more projects and partnerships)**

- What is the project seeking to achieve? - how is the project addressing poverty reduction?
- Results achieved so far in the project including in the partnership? (including relevance, effectiveness, impact, sustainability)
- How is the project addressing promotion of rights including gender, capacity development, advocacy work and delivery of services/input? – and how is the relationship between the elements?
- What analyses have been undertaken in the preparation of the particular project? – how has CISU guidelines been used? – how has the project context been taken into consideration?
- History of the partnership? - Partnership agreement? – and the development of the partnership over time?
- Specific role of DK partner and local partner in the partnership? – including ownership, roles in planning, implementation and management, and harmonisation with others?
- Value added of partnership – role in accompaniment? – learning and dialogue in the partnership? – focus of capacity building in the partnership?
- Use of strategies in working with partners? – application of Human Rights Based Approach (HRBA)? – use of principles of Participation, Accountability, Non-discrimination and Transparency (PANT) or /Legitimacy, Transparency, Accountability (LTA)?
- What are the exit considerations – sustainability in the partnership?
- Challenges in implementing and achieving the objectives the project and partnership?

**Way forward**

- Information relevant for the review team meeting with South partner (in January)?
- Recommendations and input that the organisations might have to the review team and process?

## **Annex 6 Interview guide for partners in the Global South**

This guide is intended for the meetings the Review Team will have with the South partner organisations collaborating with Danish partner organisations and receiving support through [CISU](#).

### **About the organisation**

- History of the organisation? – when was the organisation created and who are its members?
- What is the organisation seeking to achieve? – what changes and major achievements? – and how will operations be sustained?
- How are you accountable to the members, the community, beneficiaries etc.?
- Human and financial resources available to the organisation – sources of funding, employed positions, volunteers ? - changes over time?
- Relationship with other local and national civil society? - Membership of networks, alliances?

### **About the partnership with the Danish partner**

- How and when did the partnership come about?
- What are the respective roles of the Danish and the South partner in the partnership – including responsibilities for management and financial management?
- What has the partnership with the Danish partner brought to the South partner? – and vice versa?
- Will the partnership continue after the project?
- What are the problems/limitations in the partnership?

### **About the project**

- What is the project seeking to achieve?
- What are the specific activities in the project?
- How relevant is the project to the organisation and to the target group?
- Important results – intended and unintended - achieved so far in the project? Is the project promoting certain rights of people? –is it addressing poverty reduction?
- Project contribution to organisation capacity building and how it promotes a diverse civil society?
- How will results be sustained in future?
- How are results/impacts being monitored and reported in the project?
- How do you find the financial management and reporting requirements?
- How was the project developed?
- Problems/limitations in implementing the project?

### **Way forward**

- Questions, recommendations and input that the organisations might have to the review team?

## Annex 7 Project assessment matrix

|                   | Subject  | Information/Assessment |
|-------------------|--|------------------------|
| Basic information | Name of Activity/ Project/Programme  |                        |
|                   | Country?   |                        |
|                   | Name of Danish organisation?   |                        |
|                   | Name of South Organisation?  |                        |
|                   | Thematic Focus of Project?   |                        |
|                   | Project dates?   |                        |
|                   | CISU Funding and modality?   |                        |
| Relation to CISU  | CISU member since?   |                        |
|                   | Active in CISU (board, general assembly, Status & Dialogue meetings etc.)?   |                        |
|                   | Use and appreciation of CISU Seminars, courses, and network arrangements? Applied in project?                                      |                        |
|                   | Use and appreciation of CISU counselling? Applied in project? Coherence between CISU Counselling and CISU grant assessment system? |                        |
|                   | Use of CISU tools (LFA, OD guides, MANGO and Accountability dialogue Tool, Positions papers etc?)                                  |                        |
|                   | Assessment of CISU grant application processes and procedures?   |                        |
|                   | Assessment of CISU support during implementation?  |                        |
|                   | Use and appreciate of other capacity development offers (Global Fokus) etc. – assessment of complementarity to CISU supply?        |                        |
|                   | Appreciation of CISU advocacy role?  |                        |
| Project relevance | Relevance in relation to MOFA civil society policy, CISU guidelines and development triangle?                                      |                        |
|                   | Poverty orientation?   |                        |
|                   | FCE projects only: Relevance to Sept. 2013 Strategic Framework for Natural Resources, Energy and Climate Change?                   |                        |
|                   | Human rights standards pursued?  |                        |
|                   | HRBA principles incorporated?  |                        |

|  |  |  |
|--|--|--|
|  | Relevance in relation to needs and context of South partner?   |  |
| <b>Partnership</b>   | Origin of partnership (year and background)?   |  |
|  | Type of partnership (e.g. in relation to CISU def.)?   |  |
|  | Partnership agreement?   |  |
|  | Frequency and media for communication?   |  |
|  | Involvement of South partner in project elaboration?   |  |
|  | Role of and input provided by Danish partner in implementation? - include management, strategic, technical input |  |
|  | Assessment of technical capacity of Danish partner?  |  |
|  | Role of South partner in implementation?   |  |
|  | Assessment of technical capacity of South partner?   |  |
|  | Capacity development approaches and achievements in capacity development in and between partners?                |  |
|  | Value of partnership to South partner?   |  |
|  | Value of partnership to DK partner?  |  |
|  | Dependence of South partner of funding from DK partner?  |  |
|  | South partner membership of networks/alliances etc.?   |  |
|  | Strengths and weaknesses in the partnership?   |  |
| Sustainability of partnership - likely to last beyond project? |  |  |
| <b>Results Framework</b>                                       | Quality of results framework and indicators as measured against type/size of intervention?                       |  |
|  | Baseline measured against type/size of intervention?   |  |
|  | Systematic use of monitoring, review and evaluation visits and processes   |  |
|  | Does progress reporting explicitly refer to agreed results framework?  |  |
| <b>Financial manage-</b>                                       | Danish partner financial management and financial management capacity in relation to the project                 |  |



|                             |   |  |
|-----------------------------|---|--|
| ment                        | South partner financial management and financial management capacity in relation to project               |  |
| Results in the Global South | Physical progress (on target, behind, ahead)  |  |
|                             | Efficiency in project implementation?   |  |
|                             | Effectiveness: Project results at outcome level achieved or likely to be achieved?                        |  |
|                             | Contribution to a diverse, networked and strengthened civil society in the global south?                  |  |
|                             | Sustainability of results (continued flow of benefits)? Exit planning?                                    |  |
| PRO                         | Assessment of information and advocacy activities sustained in DK, where included in project application? |  |
|                             | List any other observations   |  |
|                             | Recommendations   |  |

## Annex 8 The CISU Menu

### Civil Society Fund

| Project type                  | Short form | Amount (DKK) |           | Comments  |
|-------------------------------|------------|--------------|-----------|---|
|                               |            | 2015         | From 2016 |   |
| Joint finalisation            | FF         | < 75,000     | < 75,000  | <ul style="list-style-type: none"> <li>Up to 90,000 can be applied for in the case of preparation of interventions with two or more Danish partners or for disability compensation</li> </ul>   |
| EU joint financing            | EU         | < 5m         | < 4m      |   |
| Partnership Intervention      | PA         | < 500,000    | < 400,000 |   |
| Capacity Assessments          | KA         | < 100,000    | < 100,000 |   |
| Small-scale projects          | MP         | < 500,000    | < 400,000 | <ul style="list-style-type: none"> <li>The assessment criteria will be interpreted with more flexibility when assessing applications for less than 200,000</li> <li>More flexible interpretation of assessment criteria than as for SP</li> <li>Proposals worthy of support guaranteed funding</li> </ul> |
| Major projects                | SP         | < 5m         | < 4m      | <ul style="list-style-type: none"> <li>More than one year duration.</li> <li>Prioritised</li> </ul>   |
| Programmes                    | PR         | < 18 m       | < 14.4 m  | <ul style="list-style-type: none"> <li>Three year programme period</li> </ul>   |
| Programme concept note        | KN         | < 200,000    | < 200,000 |   |
| Programme Capacity Assessment | KapAna     | < 150,000    | < 150,000 |   |

- In 2015, and the years before, the CSF had three annual CfAs with deadlines 1 April, 1 September and 15 December.
- CISU receives programme grant applications on a continuous basis.
- The sum of grants with one single organisation can never exceed the maximum programme amount per year.

### Development Education Fund

| Project type | Short form | Amounts (DKK) | Comments   |
|--------------|------------|---------------|--|
|              |            | < 25,000      | Only one type of grant can be applied for under the DEF. |

- The DEF has two annual CfAs on the 1 May and on the 1 November.

## Fund for Climate and Environment

| Project type              | Short form | Amounts (DKK) | Comments   |
|---------------------------|------------|---------------|--|
| Minor Interventions       | AI         | < 500,000     | <ul style="list-style-type: none"> <li>• More flexible interpretation of assessment criteria than as for LI</li> <li>• Proposals worthy of support guaranteed funding</li> </ul> |
| Longer-term interventions | LI         | < 5m          | <ul style="list-style-type: none"> <li>• More than one year duration</li> <li>• Prioritised.</li> </ul>  |

- The CEF has one CfA with deadline on the 1 September

## ENCSF (Eastern Neighbourhood Civil Society Fund)

| Project type              | Short form | Amounts (DKK) | Comments  |
|---------------------------|------------|---------------|---|
| Small-scale projects      | MP         | < 500,000     | <ul style="list-style-type: none"> <li>• More flexible interpretation of assessment criteria than as for SP</li> <li>• Proposals worthy of support guaranteed funding</li> <li>• May include a short term advocacy interventions within a ceiling of DKK 200,000</li> </ul> |
| Partnership interventions | PA         | < 500,000     | <ul style="list-style-type: none"> <li>• More flexible interpretation of assessment criteria than as for SP</li> <li>• Proposals worthy of support guaranteed funding</li> <li>• May include a short term advocacy intervention within a ceiling of DKK 200,000</li> </ul>  |
| Major Projects            | SP         | < 2m          | <ul style="list-style-type: none"> <li>• More than one year duration</li> <li>• Prioritised</li> </ul>  |

- The ENCSF will have one annual CfA on the 1 April with an option for an additional CfA on the 1 September 2016.

## Annex 9 Overview of grant awards 2013 – 2015

| CSP                                     | 2013 (april, september og december-runder) |                      |                       |                               |                     |                       | 2014 (april, september og december-runder) |                     |                      |                       |                               |                     | 2015 (april og september-runde) |                             |                     |                      |                       |                               |                     |                       |                             |  |
|---|--|----------------------|-----------------------|-------------------------------|---------------------|-----------------------|--|---------------------|----------------------|-----------------------|-------------------------------|---------------------|---------------------------------|-----------------------------|---------------------|----------------------|-----------------------|-------------------------------|---------------------|-----------------------|-----------------------------|--|
|   | Antal ansøgt                               | % af ansøgere        | Antal godkendt        | % godkendt på bevillings-type | Ansøgt beløb        | Bevilget beløb        | % af total bevilling                       | Antal ansøgt        | % af ansøgere        | Antal godkendt        | % godkendt på bevillings-type | Ansøgt beløb        | Bevilget beløb                  | % af total bevilling        | Antal ansøgt        | % af ansøgere        | Antal godkendt        | % godkendt på bevillings-type | Ansøgt beløb        | Bevilget beløb        | % af total bevilling        |  |
| <b>Bevillingstype</b>                   |  |                      |                       |                               |                     |                       |  |                     |                      |                       |                               |                     |                                 |                             |                     |                      |                       |                               |                     |                       |                             |  |
| Fælles færdiggørelse                    | 32   | 16.5%                | 13                    | 40.6%                         | 2,000,790           | 792,862               | 0.4%                                       | 32                  | 18.5%                | 13                    | 40.6%                         | 2,232,385           | 881,675                         | 0.7%                        | 13                  | 13.3%                | 6                     | 46.2%                         | 785,547             | 372,877               | 0.4%                        |  |
| EU samfinansiering                      | 2  | 1.0%                 | 1                     | 50.0%                         | 3,717,256           | 2,219,093             | 1.2%                                       | 4                   | 2.3%                 | 1                     | 25.0%                         | 5,727,837           | 275,026                         | 0.2%                        | 1                   | 1.0%                 | 0                     | 0.0%                          | 2,000,000           | 0                     | 0.0%                        |  |
| Partnerskabsindsats                     | 37   | 19.1%                | 25                    | 67.6%                         | 14,057,973          | 9,350,330             | 5.0%                                       | 28                  | 16.2%                | 17                    | 60.7%                         | 10,808,345          | 6,548,311                       | 5.2%                        | 17                  | 17.3%                | 11                    | 64.7%                         | 5,981,711           | 3,678,977             | 4.1%                        |  |
| Kapacitetsanalyse                       | 1  | 0.5%                 | 1                     | 100.0%                        | 100,000             | 100,000               | 0.1%                                       | 1                   | 0.6%                 | 1                     | 100.0%                        | 100,000             | 100,000                         | 0.1%                        | 1                   | 1.0%                 | 0                     | 0.0%                          | 100,000             | 0                     | 0.0%                        |  |
| Program (endelig ansøgning)             | 2  | 1.0%                 | 2                     | 100.0%                        | 34,977,000          | 31,087,176            | 16.5%                                      | 2                   | 1.2%                 | 1                     | 50.0%                         | 30,370,368          | 15,734,368                      | 12.4%                       | 6                   | 6.1%                 | 2                     | 33.3%                         | 70,207,349          | 25,531,646            | 28.7%                       |  |
| Program (KapApp)                        | 2  | 1.0%                 | 1                     | 50.0%                         | 200,000             | 100,000               | 0.1%                                       | 5                   | 2.9%                 | 4                     | 80.0%                         | 600,000             | 600,000                         | 0.5%                        | 1                   | 1.0%                 | 0                     | 0.0%                          | 150,000             | 0                     | 0.0%                        |  |
| Program (Konceptnote)                   | 2  | 1.0%                 | 2                     | 100.0%                        | 200,000             | 200,000               | 0.1%                                       | 6                   | 3.5%                 | 4                     | 66.7%                         | 977,451             | 592,846                         | 0.5%                        | 2                   | 2.0%                 | 1                     | 50.0%                         | 244,000             | 174,000               | 0.2%                        |  |
| Op til 200.000                          | 7  | 3.6%                 | 3                     | 42.9%                         | 2,640,103           | 568,411               | 0.3%                                       | 6                   | 3.5%                 | 3                     | 50.0%                         | 1,120,811           | 554,170                         | 0.4%                        | 8                   | 8.2%                 | 4                     | 50.0%                         | 1,584,279           | 799,349               | 0.9%                        |  |
| 200.000-500.000                         | 38   | 19.6%                | 18                    | 47.4%                         | 16,474,815          | 7,823,543             | 4.2%                                       | 21                  | 12.1%                | 9                     | 42.9%                         | 9,769,934           | 4,150,916                       | 3.3%                        | 12                  | 12.2%                | 6                     | 50.0%                         | 5,593,782           | 2,529,774             | 2.8%                        |  |
| 500.000-1 mio.                          | 8  | 4.1%                 | 6                     | 75.0%                         | 7,535,860           | 4,652,816             | 2.5%                                       | 17                  | 9.8%                 | 8                     | 47.1%                         | 14,674,273          | 6,892,264                       | 5.4%                        | 6                   | 6.1%                 | 3                     | 50.0%                         | 5,023,537           | 2,829,297             | 3.2%                        |  |
| 1-3 mio.                                | 37   | 19.1%                | 23                    | 62.2%                         | 70,879,161          | 43,159,442            | 23.0%                                      | 36                  | 20.8%                | 20                    | 55.6%                         | 70,829,759          | 40,001,942                      | 31.5%                       | 20                  | 20.4%                | 11                    | 55.0%                         | 38,641,383          | 22,944,002            | 25.8%                       |  |
| 3-5 mio.                                | 26   | 13.4%                | 22                    | 84.6%                         | 104,530,740         | 87,974,677            | 46.8%                                      | 15                  | 8.7%                 | 12                    | 80.0%                         | 65,493,183          | 50,661,490                      | 39.9%                       | 11                  | 11.2%                | 8                     | 72.7%                         | 48,264,883          | 30,215,123            | 33.9%                       |  |
| <b>I alt</b>                            | <b>194</b>                                 | <b>100%</b>          | <b>117</b>            | <b>60.3%</b>                  | <b>257,313,698</b>  | <b>188,028,350</b>    | <b>100.0%</b>                              | <b>173</b>          | <b>100.0%</b>        | <b>93</b>             | <b>53.8%</b>                  | <b>212,704,346</b>  | <b>126,993,008</b>              | <b>100.0%</b>               | <b>98</b>           | <b>100.0%</b>        | <b>52</b>             | <b>53.1%</b>                  | <b>178,576,471</b>  | <b>89,075,045</b>     | <b>100.0%</b>               |  |
| <b>PKM</b>                              | <b>2013</b>                                |                      |                       |                               |                     |                       | <b>2014</b>                                |                     |                      |                       |                               |                     | <b>2015</b>                     |                             |                     |                      |                       |                               |                     |                       |                             |  |
| <b>Bevillingstype</b>                   | <b>Antal ansøgt</b>                        | <b>% af ansøgere</b> | <b>Antal godkendt</b> | <b>% godkendt</b>             | <b>Ansøgt beløb</b> | <b>Bevilget beløb</b> | <b>% af total bevilling</b>                | <b>Antal ansøgt</b> | <b>% af ansøgere</b> | <b>Antal godkendt</b> | <b>% godkendt</b>             | <b>Ansøgt beløb</b> | <b>Bevilget beløb</b>           | <b>% af total bevilling</b> | <b>Antal ansøgt</b> | <b>% af ansøgere</b> | <b>Antal godkendt</b> | <b>% godkendt</b>             | <b>Ansøgt beløb</b> | <b>Bevilget beløb</b> | <b>% af total bevilling</b> |  |
| Mindre indsats (op til 500.000)         | 2  | 22.2%                | 0                     | 0                             | 810,113             | 0                     | 0  | 1                   | 9.1%                 | 0                     | 0                             | 374,577             | 0                               | 0                           | 2                   | 20.0%                | 1                     | 50%                           | 984,542             | 485,199               | 1.9%                        |  |
| Længerevarende indsats (500.000-5 mio.) | 7  | 77.8%                | 5                     | 71.4%                         | 29,668,336          | 19,199,957            | 100.0%                                     | 10                  | 90.9%                | 6                     | 100.0%                        | 43,470,762          | 26,045,753                      | 100.0%                      | 8                   | 80.0%                | 6                     | 75%                           | 33,156,778          | 25,244,474            | 98.1%                       |  |
| <b>I alt</b>                            | <b>9</b>                                   | <b>100.0%</b>        | <b>5</b>              | <b>55.6%</b>                  | <b>30,478,449</b>   | <b>19,199,957</b>     | <b>100.0%</b>                              | <b>11</b>           | <b>100.0%</b>        | <b>6</b>              | <b>54.5%</b>                  | <b>43,845,339</b>   | <b>26,045,753</b>               | <b>100.0%</b>               | <b>10</b>           | <b>100.0%</b>        | <b>7</b>              | <b>70%</b>                    | <b>34,141,320</b>   | <b>25,729,673</b>     | <b>100.0%</b>               |  |

## Annex 10 Fund for Climate and Energy, Key Facts, 2013-15

| No. projects                                  | 2013    | 2014    | 2016    | Total                  |
|---|---------|---------|---------|------------------------|
| Projects applied                              | 9       | 11      | 10      | 30                     |
| Projects approved                             | 5 (55%) | 6 (55%) | 7 (70%) | 18 <sup>10</sup> (60%) |
| <b>Hereof:</b>                                |         |         |         |                        |
| Climate projects                              |         |         |         | 12 (66%)               |
| Environment projects                          |         |         |         | 3                      |
| Climate/NRM projects                          |         |         |         | 2                      |
| Projects approved for Framework organisations | 3       | 5       | 6       | 14 (78%)               |

| Organisation                       | 2013<br>M DKK | 2014<br>M DKK | 2015<br>M DKK | Total<br>M DKK<br>2013-15 |
|------------------------------------|---------------|---------------|---------------|---------------------------|
| CARE                               | 4.6           | 4.9           | 5.0           | 14.5                      |
| Sust. Energy                       | 4.3           | -             | 5.0           | 9.3                       |
| DiB                                | -             | 4.7           | -             | 4.7                       |
| IWGIA                              | -             | 4.9           | 3.7           | 8.6                       |
| Verdens skove                      | 3.6           | 4.9           | -             | 8.5                       |
| Africa Contact                     | 2.2           | -             | 3.2           | 5.4                       |
| Danish Church Aid                  | -             | 2.5           | -             | 2.5                       |
| ADDA                               | 4.6           | -             | -             | 4.6                       |
| Ibis                               | -             | -             | 3.9<br>0.5    | 4.4                       |
| Danish Family Planning Association | -             | -             | 4.5           | 4.5                       |
| Danish Red Cross                   | -             | 4.3           | -             | 4.3                       |
| <b>Total</b>                       | <b>20.0</b>   | <b>26.0</b>   | <b>26.0</b>   | <b>71.3</b>               |

<sup>10</sup> 17 Longer Intervention and 1 short term intervention.