

The Civil Society Fund

Guidelines for Application for PROGRAMME

Edition as of October 2016 (replaces version from September 2014)

Please note that these guidelines may be adjusted as more experiences of the programme approach are gained. Accordingly, always visit [CISU's website](#) for the latest version.

Contents:

INTRODUCTION: A PROGRAMME APPROACH WITHIN THE CIVIL SOCIETY FUND	3
FORMAL REQUIREMENTS FOR APPLICANTS	4
COMPOSITION OF A PROGRAMME	5
PROFESSIONAL CONTENTS: THE CHANGE TRIANGLE	5
TIMEFRAME AND PHASES.....	5

BUDGET	6
THE APPLICATION PROCESS.....	6
CAPACITY ASSESSMENT-CUM-APPRAISAL (CAPAPP) OF PRELIMINARY PROGRAM APPLICATION	7
PROCESS PLAN	8
PRELIMINARY PROGRAM APPLICATION.....	8
MANAGEMENT RESPONSE	8
FINAL PROGRAMME APPLICATION	8
ASSESSMENT BY THE CIVIL SOCIETY FUND’S ASSESSMENT COMMITTEE AND DANIDA	8
PROCESS WHEN APPLYING FOR A PROGRAMME AS A CONTINUATION OF A PREVIOUS PROGRAMME	9
ASSESSMENT CRITERIA.....	9
BRIEFLY ABOUT DISBURSEMENT AND ADMINISTRATION OF GRANT	12
OVERVIEW OF SUBMISSION OF DOCUMENTS AT EACH STEP OF THE PROCESS.....	12
CAPACITY ASSESSMENT-CUM-APPRAISAL OF PRELIMINARY PROGRAMME APPLICATION (CAPAPP) DOCUMENTS:	12
PROCESS PLAN	12
MANAGEMENT RESPONSE	12
PROGRAMME DOCUMENT	12
ANNEX 1. ORGANISATIONAL DOCUMENTS.....	13
ANNEX 2. FORMAT FOR BUDGET (SEE ALSO EXCEL TEMPLATE AT WWW.CISU.DK/PROGRAM)	14
ANNEX 3. FORMAT FOR PROGRAMME DOCUMENT	FEJL! BOGMÆRKE ER IKKE DEFINERET.
ANNEX 4. FORMAT FOR PROCESS PLAN	17

<p>Note: The programme option is one of the support facilities under the Civil Society Fund. Users of the present guidelines are thus expected to be familiar with the contents of 'Guidelines for the Civil Society Fund'.</p>

INTRODUCTION: A PROGRAMME APPROACH WITHIN THE CIVIL SOCIETY FUND

Background to the introduction of programmes

The opportunity to apply a programme approach – rather than the more limited project approach – was first introduced in a Danish context with the “Strategy for Danish Support to Civil Society in Developing Countries” (henceforth “the Civil Society Strategy”) published in 2010. Initially, programme agreements were entered into directly with Danida. In 2013 CISU took over the responsibility for making programme agreement with those organisations that have developed a certain level of experience, capacity and strategic focus of their work alongside partners in the South.. Originally, it was possible to apply for a programme with a maximum budget of 18 mio. DKK. But, as a consequence of the cut-backs in the national budget for development aid in 2016, the maximum budget for a 3 year programme has been reduced to 10,5 mio. DKK.

Purpose and advantages of a programme approach

A programme approach offers relatively experienced organisations an opportunity to work in a more strategically focused way and within a more flexible framework (typically with several partner organisations), which – compared to the project approach – sets greater store by the long-term outcomes. One way of putting it is that, in the case of programmes, the quality of the overall strategy and the partners’ capacity are at the forefront, whereas, in the case of projects, it is the project design that draws the main attention. Accordingly, a programme is able to respond rapidly to changes in the context.

A programme is not necessarily applied for in pursuit of a larger total Danida grant, but primarily to become able to design the combined endeavour in the South in a more strategically focused way, as well as to achieve greater flexibility in implementation without being rigidly committed to the terms of a series of small-scale project grants.

What should be considered before going for a programme?

A programme approach is characterised by involving several partners and activity components, all of which contribute to a shared overall objective. This objective reflects a coherent, strategic and long-term endeavour vis-à-vis a particular development issue.

The wish to change to a programme approach should spring from the needs in the South, justifying it in terms of how it may benefit the Southern partners. A programme approach will have a certain impact on local partners’ day-to-day work, and not least on the cooperation between them. Consequently, the choice of changing to a programme approach must be based on a dialogue with key partners. For the sake of key partners with many other activities and cooperation partners, the programme should, to the extent possible, be designed so as to harmonise with their existing systems and practices.

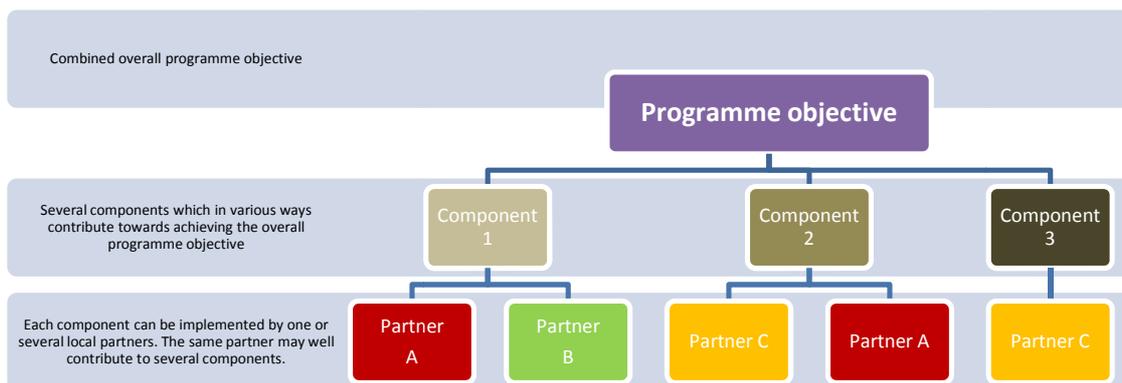
Delimitation of the programme

A programme is not necessarily limited to a single country, but may encompass interventions taking place in several countries or in a region. However, it must be clear how the totality of programme activities contribute towards the overall programme objective. A programme is expected to build upon a well-thought-out partnership strategy, and local partners should be relevant professionally and/or in relation to the target group in pursuit of the overall objective. If prompted by changes in the context, new strategically relevant partners can be involved in conformity with the programme’s partnership approach.

The Danish organisation

A programme should have one (or in some cases several) coordinating body (or bodies) to ensure that all partners involved take part in programme planning, follow-up and evaluation.

The applicant Danish organisation must have a relevant professional profile and horizon of experiences, both as regards the programme’s professional theme and the local/regional context. The Danish organisation also typically has concrete project experiences alongside the partners participating in a programme. A programme should be designed to benefit from those experiences.



FORMAL REQUIREMENTS FOR APPLICANTS

GENERAL REQUIREMENTS: The overall requirements for applicants to the Civil Society Fund are described in ‘Guidelines for the Civil Society Fund’. These requirements must also be met when an organisation applies for a programme grant.

In addition, organisations applying for a programme must comply with certain specific requirements as set out below.

TURNOVER: The applicant needs to have had over an average of DKK 2,5 million in annual turnover over the past two years consisting of Danida funds for development cooperation (the Civil Society Fund, and the respective funds of Disabled People’s Organisations Denmark, Danish Mission Council Development Department or Danish Youth Council). The annual turnover is understood as the amount disbursed each year. Contributions from other institutional donors (such as the EU, World Bank, Ford Foundation, etc.) or the applicant’s own fundraising can not be included in the calculation. is the Excel template “Calculating existing project portfolio”, which serves to work out an organisation’s turnover, is available at www.cisu.dk/program.

CAPACITY ASSESSMENT-CUM-APPRAISAL: The applicant must have gone through a Civil Society Fund-sponsored capacity assessment-cum-appraisal in relation to the programme application. This normally takes place as part of the application procedure (see below), though if such an exercise has been carried out within the past two years, this may be used in lieu of a new capacity assessment. It is required, however, that the capacity assessment terms of reference include evaluating the applicant’s suitability for changing to a programme approach.

The capacity assessment feeds into the overall assessment of whether the Danish organisation has the administrative, organisational and professional capacity required to administer a programme grant. In terms of assessing the administrative and financial management capacity the reference point is the “Financial Standards for grants above 1.000.000 DKK” as set out by CISU.

DOCUMENTS: The applicant organisation must, as a minimum, possess written procedures and/or analyses covering the following areas:

- Description of what constitutes the strategic focus of the organization, incl. strategy and professional capacity²
- Description of core organizational procedures, incl. project cycle, quality assurance, plus monitoring and evaluation approach thus far²

(see format for minimum contents of these documents in Annex 1)²

IS IT POSSIBLE FOR ORGANISATIONS RUNNING A PROGRAMME TO APPLY FOR ADDITIONAL FUNDS FROM THE CIVIL SOCIETY FUND?

Funding for a programme can receive maximum 10,5 mio. DKK for 3 years.

It is also possible to apply for funding, in addition to an existing program, through other CISU funding mechanisms, such as EU co-financing.

COMPOSITION OF A PROGRAMME

PROFESSIONAL CONTENTS: THE CHANGE TRIANGLE

A programme approach offers experienced organisations an opportunity to work in a more strategically focused manner and within a more flexible framework. A programme approach is characterised by involving several partners and activity components; all of which contribute to a shared overall objective where focus is on synergies in partner cooperation and activity components. Accordingly, the programme is to be based on the Civil Society Policy and its building blocks as reflected in the Change Triangle (read more in the position paper found [here](#)). Attention will be paid to ensuring coherence between capacity building, advocacy and strategic services. However, it is not necessarily a requirement that each local partner should contribute to all three elements, but merely that there is coherence between the three in the programme in its entirety. One partner may focus more on strategic services and capacity building, while another may build upon the first partner's experience in order to carry out well-targeted advocacy. Specific capacity building of partners may also feature as a programme activity, whenever deemed strategically relevant. Mechanisms for dialogue and coordination between the involved partners are consequently of key importance.

TIMEFRAME AND PHASES

A programme is typically covering a period of three years. Since a programme is aimed at long-term cooperation, it is possible to apply for additional programme phases, typically for a renewed three-year programme period.

After two years, an external review-cum-appraisal will be conducted, which may lead to adjustment of the programme for the remaining part of the programme period. If the plan is to apply for a new phase, there will be a pre-appraisal of the proposed new programme phase in which recommendations on changes required in order to improve or change future strategies and activities for the next programme period will be given. (See page 10: Process when applying for a programme as a continuation of a previous programme.)

BUDGET

The programme budget can not exceed DKK 3,3 million a year on average for a three-year period, i.e. a total maximum of DKK 10 million. However, funds received from The Civil Society Fund during the year prior to as well as the year in which the programme is initiated must be subtracted from the maximum programme budget.

The maximum total annual programme budget equals the applicant organisation's average disbursement of Danida funds for development cooperation (the Civil Society Fund and the respective funds of Disabled People's Organisations Denmark, Danish Mission Council Development Department or Danish Youth Council) over the past two years plus 20%.

The budget size of a programme will be assessed in relation to the relevance of the application submitted.

Organisations wishing to work with larger grants will have to enter into negotiations with Danida on achieving a framework agreement with the requirements that this cooperation modality entails.

A programme budget should be divided into three main items:

- A. Programme activities (which make up the bulk of the budget and describe spending on components broken down by partner/country).
- B. Other activities (reviews, monitoring, evaluation, information work etc., typically activities carried out by the Danish organisation).
- C. Administration (7%) and auditing.

The main item of programme activities should cover the estimated costs of central programme components. In addition, up to 10% of the total cost of programme activities can be allocated for 'unplanned activities'. The latter item can be spent across the programme and might also be used to take new measures in promotion of the overall programme objective. Accordingly, the 10% can also be spent on co-financing (e.g. to obtain EU funding) of supplementary activities that are relevant to the programme. In addition to the 10% for 'unplanned activities', 5% can be set aside as a budgetary margin for contingencies.

There is no self-funding requirement for programmes.

(See budget format in Annex 2 and programme budget guidelines on www.cisu.dk/program)

THE APPLICATION PROCESS

To qualify for a programme, an organisation must go through an application process of several separate steps. The following section sets out CISU's estimate of how long each step in the process will take as a minimum.

The entire process is expected to take 10-12 months. Since programmes can be applied for throughout the year, without any particular closing date, the duration of the process depends, among other factors, the length of time the organisation uses to prepare the programme application or following up recommendations issued along the way.

The application process for a programme grant consists of the following steps:

- A. **Application for capacity assessment-cum-appraisal (CapApp)**: Unless a recent capacity assessment of the applicant organisation is already available, it is applied for by the organisation together with the Preliminary Programme Application.
- B. **Capacity assessment-cum-appraisal**: A CapApp is initiated when the terms of reference for the CapApp and the Preliminary Programme Application have been approved. The assessment for this step takes **four weeks**.

A CapApp process is usually completed in **two to three months**.

- C. **Management Response + Joint Programme Preparation:** After the CapApp, the applicant organisation submits its response to the recommendations of the CapApp report (Management Response) to the Civil Society Fund. It is possible to include an application for Joint Programme Preparation (JPP) in order to carry out relevant activities to prepare the programme in collaboration with core partners of the programme. The maximum budget for a JPP is 200.000 DKK. The assessment for this step takes **four weeks**.
- D. **Programme application.** If the Management Response is approved, the applicant can begin to design the final programme application. This process must involve the partners and will typically take at least **three months**.
- E. **Assessment of application:** The programme application is assessed to the Civil Society Fund's Assessment Committee, This takes **five weeks**. If the Programme application is submitted between 1st of June and 1st of August, an additional 3 weeks can be expected due to summer vacation. On approval, a recommendation for final approval is submitted to Danida.
- F. **Final approval.** This can be expected to take from **4 to 6 weeks**.

Overview of the process

Grey fields indicate where the applicant is at work; orange fields are the Assessment Committee's processing; and green fields indicate Danida's assessment.

The applicant applies for a Capacity Assessment and a Preliminary Programme Application	Realisation of Capacity Assessment	The Civil Society Fund's Assessment Committee assesses the Management Response together with the Joint Programme Preparation (if applied for)	Preparation of Final Programme Application	The Civil Society Fund's Assessment Committee assesses the Final Programme Application	Approval by Danida
Processing time of Assessment Committee is 2 weeks	2-3 months	4 weeks	Typically 3 months (to be planned by the applicant)	5 weeks	4-6 weeks

CAPACITY ASSESSMENT-CUM-APPRAISAL (CAPAPP) OF PRELIMINARY PROGRAM APPLICATION

The Capacity Assessment is both an analysis of the applicant's capacity and an appraisal of the Preliminary Program Application submitted along with relevant organisational documents.

The organisation applying for a Capacity Assessment should submit:

- Draft terms of reference for the CapApp. (The standard format can be downloaded at CISU's website and adapted to the applicant's particular context). Notice that the annex 'Calculating existing project portfolio' must be attached to the terms of reference. This annex is available at www.cisu.dk/program.
- Preliminary Program Application (see format in Annex 3)
- Relevant organisational documents (see Annex 1).

Applicants are encouraged to make use of CISU's advisory services when preparing these documents. The final submission takes place by email to puljer@cisu.dk.

Central programme partners in the South will be involved in the CapApp. This can take place by Skype or phone, or, if deemed relevant and feasible, through visits to one or several partners in the South. If a visit to the South forms part of the CapApp, it must be planned so that the full process can still be completed within three months.

PROCESS PLAN

One week prior to submission of the Preliminary Programme Application, the applicant must submit a Process Plan. The Process Plan is intended to ensure that both the applicant and the Assessment Committee are able to plan the best assessment process possible.

(See Annex 4 for the Process Plan format.)

PRELIMINARY PROGRAM APPLICATION

In connection with the application for a capacity assessment, a Preliminary Program Application is drawn up, conveying the major aspects of the programme. The format to be used is the same as for the Final Programme document but with a maximum of 20 pages.

(See Annex 3 for the Final Programme document format.)

MANAGEMENT RESPONSE

The Management Response indicates how the applicant intends to address capacity issues raised and as well as providing a clear understanding of how the final programme document will be drawn up both in terms of content and process. In relation to the process, it is possible to apply for a Joint Programme Preparation (JPP) with a budget of up to DKK 200,000.

See formats for the Management Response and JPP on the [website](#).

FINAL PROGRAMME APPLICATION

It is up to the applicant organisation to determine the time horizon for the completion of the Programme Document, which is typically expected to take 3 months.

A format for the Final Programme Application is available, though its use is not obligatory. The Final Programme Application must not exceed 40 pages and should take account of the assessment criteria (see below). Examples of previously approved Programme programme applications are available at www.cisu.dk/program.

ASSESSMENT BY THE CIVIL SOCIETY FUND'S ASSESSMENT COMMITTEE AND DANIDA

The Final Programme Application is carried out by the Civil Society Fund's Assessment Committee. If the application is recommended for approval, a Recommendation Note is prepared for Danida, which subsequently takes the final decision. On approval, a contract can be entered into. The processing carried out by the Civil Society Fund's Assessment Committee takes 6 weeks, while the final assessment in Danida can be expected to take from 4 to 6 weeks.

PROCESS WHEN APPLYING FOR A PROGRAMME AS A CONTINUATION OF A PREVIOUS PROGRAMME

If a phase 2 of a programme grant is planned to start in direct continuation of phase 1 of the programme, the application process must start in the end of year 2 of the current programme. The application process for a continuation of a previous programme grant consists of the following steps:

- A. Application for review-cum-appraisal (RevApp):** A RevApp is applied for by the organisation.
- B. Review-cum-appraisal:** A RevApp is initiated when the Terms of Reference for the RevApp and the Status Report for year 2 of the current programme have been approved. A RevApp process is usually completed in two to three months.
- C. Management Response + Joint Programme Preparation:** After the RevApp report is approved, the applicant organisation submits its Management Response to the recommendations of the RevApp report to the Civil Society Fund. It is possible to include an application for Joint Programme Preparation (JPP). This assessment for this step takes four weeks.
- D. Programme Application.** If the Management Response is approved, the applicant can begin to design the final Programme Application. This process must involve the partners and will typically take at least **three months**.
- E. Assessment of Programme Application:** The Programme Application is assessed to the Civil Society Fund's Assessment Committee, This takes **five weeks**. If the Programme Application is submitted between 1st of June and 1st of August, an additional 3 weeks can be expected due to summer vacation. On approval, a recommendation for final approval is submitted to Danida.
- F. Final approval.** This can be expected to take from **4 to 6 weeks**.

ASSESSMENT CRITERIA

The assessment criteria for programmes are based on the principles and requirements found in Danida's Civil Society Policy and ['General principles governing support to development activities implemented by Danish civil society organizations'](#). The criteria are based on the guidelines for the Civil Society Fund, but adapted to programmes, assessing the capacity of applicants as well as the formulated programme strategy. This is also reflected in the formats.

The two overall assessment principles are the same for programmes as for projects (see also 'Guidelines for the Civil Society Fund', p. 23):

Assessment of the application as a whole: The Assessment Committee always arrives at its decisions by considering the totality of aspects addressed in the application. Strengths may compensate for weaknesses, and the relevance of each criteria may vary depending on the type of intervention.

Higher amounts mean stricter requirements: The higher the amounts applied for, the stricter the requirements that must be met.

1. Assessment of applicant's accumulated experiences and built capacity

- a. The applicant has actively taken account of recommendations from the capacity assessment.
- b. Track record: Previous projects/programmes have been completed satisfactorily and the recommendations from the Capacity Assessment have been followed up. For Phase 2 Programmes: Describe how the Management Response and the JPP have been used to follow up on the RevApp.

- c. Documented experiences of and insights into the country or countries concerned, as well as in relation to the target groups and thematic focus of the programme.
- d. The Danish organisation's strategy corresponding to the programme focus, including a description of relevant core competencies is described.
- e. Monitoring system: The monitoring system for the organisations, and how reporting has taken place has been described.
- f. Popular foundation, i.e. roots in the Danish population, in the course of at least the past two years.
- g. Transparent and democratic structure that makes it possible for members/contributors as well as donors to hold the organisation to account.

2. Assessment of programme partners: the Danish organisation, local partner organisations and cooperation between them

AS REGARDS THE DANISH ORGANISATION

- a. Documented experience of cooperating with key local partners in the programme.
- b. Experience of coordinating between local partners.

AS REGARDS THE LOCAL PARTNER ORGANISATIONS

- c. Local partner ownership of the programme's focus and priorities. (Degree of involvement should be seen in view of whether it is a first-time programme or follow-up to a previous programme period)
- d. The competencies, capacities and experiences of individual local partners are relevant to the role that they play in the programme.
- e. The principles for involvement of new partners, if any, are consistent with the overall programme objective.
- f. Local ownership and popular foundation have been ensured through the various partners' participation in the programme.

AS REGARDS THE COOPERATIVE RELATIONSHIP BETWEEN THE DANISH AND THE LOCAL ORGANISATIONS

- g. The individual partners' contributions and areas of responsibility have been described and are relevant.
- h. Local partners' active role in the formulation of the programme and its objectives.
- i. The programme revolves around the local partners who are responsible for implementation.
- j. Potential for development of the partnership, including how the partners and the relationship between them evolve as a result of the activities carried out.

3. Assessment of target groups, relevant duty bearers and their relation to the programme

- a. Match between the needs of participants/target groups and the programme objectives.
- b. The number and composition of participants/target group members (e.g. by gender, age and social position) in view of the programme's scope, objectives and focus on poverty reduction.
- c. Analysis of and strategy for incorporation of key duty bearers in relation to the programme.
- d. Local partner organisations' relations to participants/target groups.
- e. Degree of ownership felt by participants/target groups as regards relevant programme components.

4. Assessment of the programme's strategy, coherence, relevance and expected outputs

RELEVANCE OF STRATEGY

- a. The programme empowers poor and vulnerable groups and improve their conditions.
- b. The intervention strengthens civil society's modes of organisation.
- c. The intervention in the South has been conceived in tandem with the Danish organisation's work in Denmark or internationally.

SYNERGY AND COHERENCE

- d. Coherence and consistency between the programme components and the overall programme objective
- e. Coherence between objectives, expected outputs and problems which the programme addresses.
- f. Coherence and relevant balance between the programme's strategic deliveries, capacity building and advocacy.
- g. Description of the local partners' capacities and competencies and how they match the role that they play in the programme.

MONITORING AND EVALUATION

- h. A relevant plan has been set out for how to prepare and carry out programme monitoring and evaluation.

- i. Assessment of the assumptions on which the programme is based, and of the risk factors which might jeopardise its success.

5. Assessment of the programme's sustainability and long-term impact

- a. A phase-out plan which ensures that local partners or target groups are not left in an unfortunate position of dependency when the programme period expires.
- b. Reflections on the programme's sustainability – politically, organisationally, socially, technically, financially and environmentally – in view of the overall programme objective.
- c. Describe how the programme is likely to lead to lasting improvements in participants' and target groups' living conditions and/or local partners' advocacy capacity, which can be sustained after the programme period has expired.
- d. Describe how the programme's results/improvements are likely to continue to spread to other target groups or partners.

6. Assessment of the programme's cost-effectiveness

- a) The relation between the outputs of the programme, the scale of activities, the number of participants or members of the target group, and the total budget.
- b) A realistic cost level in view of the local context, not least if local partners are to cover future expenses themselves in part or in full.
- c) Expenditure on Danish labour (e.g. expatriate staff) in view of the programme's contents and objectives.

BRIEFLY ABOUT DISBURSEMENT AND ADMINISTRATION OF GRANT

A contract can be signed as soon as Danida has approved the programme application. A disbursement may normally cover a period of maximum six months.

CISU's general requirements regarding responsibility for a grant, reporting of irregularities and monitoring will be enforced (see the section 'After funding has been granted' in Guidelines for the Civil Society Fund). In addition, there is a separate administration guide for programmes available at www.cisu.dk/csp.

OVERVIEW OF SUBMISSION OF DOCUMENTS AT EACH STEP OF THE PROCESS

CAPACITY ASSESSMENT-CUM-APPRAISAL OF PRELIMINARY PROGRAMME APPLICATION (CAPAPP)

Documents:

- Format for TERMS OF REFERENCE CAPACITY ASSESMENT-CUM-APPRAISAL TO PREPARE FOR PROGRAMME
- Preliminary Programme Application (Annex 3 provides a format)
- Relevant organisational documents (see Annex 1).
- Calculating existing project portfolio and Calculating annual turnover (templates available at www.cisu.dk/program).

To be emailed to: puljer@cisudk

PROCESS PLAN

Documents:

- One week prior to submission of the Preliminary Programme Application, the applicant suggests a Process Plan for what lies ahead (see Annex 4)

To be emailed to: puljer@cisudk

MANAGEMENT RESPONSE

Documents:

Cover page (available at www.cisu.dk/program).

The Management Response to the CapApp alongside up-to-date relevant organisational documents (organisational strategy, M&E practice or similar) plus report from CapApp.

Application for Joint Programme Preparation with budget (available at www.cisu.dk/program).

To be emailed to: puljer@cisudk

PROGRAMME DOCUMENT

Documents:

Cover page (available at www.cisu.dk/program).

Final Programme Document with annexes (Annex 3 provides a format and a list of annexes).

To be emailed to: puljer@cisudk.

ANNEX 1. ORGANISATIONAL DOCUMENTS

Description of strategic focus and core organisational procedures

There is no standard format for the applicant organisation's strategic focus, organisational description and M&E practices, since this material will often already exist. For CISU to be able to assess an application for a programme grant, the key organisational documents must, as a minimum, cover the following headlines:

1. Background and mandate

- History
- Vision/mission
- Values

2. Overall strategic approach

- Strategic focus – delimitation – and how it relates to the Danida Civil Society Policy
- Partnership approach – how cooperation with partners takes place – upon which common foundation
- Sector-wise/thematic delimitation – justification of this choice
- Geographical delimitation – justification of this choice
- Delimitation of target groups
- Global engagement

3. Organisation

- Democratic structure
- Management
- Personnel and regular resource persons, incl. professional competency
- Popular foundation, i.e. roots in the population, and role as civil society actor in Denmark
- Networking and international affiliations
- Financial foundation

4. Description of quality assurance plus monitoring and evaluation approach

- Current quality assurance and monitoring approach within the organisation
- Experiences of evaluations
- Expected M&E principles in relation to any programme

The above information can be contained in a wide variety of existing documents, but if a separate document is drawn up with the desired information, it must not exceed 20 pages plus relevant annexes.

ANNEX 2. FORMAT FOR BUDGET

(SEE ALSO EXCEL TEMPLATE AT WWW.CISU.DK/PROGRAM)

Budget items:	20xx	20xx	20xx	20xx	Total	%
1. Programme activities	0	0	0	0	0	#####
2. Other activities	0	0	0	0	0	#####
3. Administration and auditing	0	0	0	0	0	#####
Total programme budget	0	0	0	0	0	100
1. Programme activities by:						
1.1 Countries/regions:					0	
Country/region					0	#####
Country/region					0	#####
Country/region					0	#####
Globally					0	#####
Unplanned activities (max 10% of programme activities)					0	#####
Budget margin (max 5% of programme activities)					0	#####
Programme activities in total	0	0	0	0	0	100
1.2 Areas of intervention/sectors:						
Component 1					0	#####
Component 2					0	#####
Component 3					0	#####
Unplanned activities (max 10% of programme activities)					0	#####
Budget margin (max 5% of programme activities)					0	#####
Programme activities in total	0	0	0	0	0	100
2. Other activities						
Appraisals					0	
Monitoring and reviews					0	
Evaluations					0	
Information work in Denmark					0	
Total	0	0	0	0	0	
3. Administration and auditing						
Auditing costs					0	
Administration fee					0	
Total	0	0	0	0	0	

ANNEX 3. FORMAT FOR PROGRAMME DOCUMENT

Format for Programme Document – max 40 pages

- **Programme title:**
 - List of contents
 - Acronyms and abbreviations
1. **Introduction**
 - 1.1. The Danish organisation’s experience and capacity
 - 1.2. Development of programme concept
 - 1.3. Lessons learned and results from previous interventions
 2. **Regional, national and sector context**
 - 2.1. Regional context
 - 2.2. The programme’s geographical focus
 - 2.3. Sector context
 3. **Partners**
 - 3.1. Partners
 4. **Programme objectives**
 - 4.1. Development objective (overall programme objective)
 - 4.2. Immediate objectives and indicators (immediate objective/outcome level)
 5. **Overall strategy for the programme**
 - 5.1. Overall programme approach (interventions logic, Theory of Change or rationale applied in programme) including key assumptions (max 3) related to the programme strategy (outcome level)
 - 5.2. Key programme components:
 - Component #1.....
 - Component #2.....
 - Component #3.....
 - 5.3. Synergy effects in the programme
 - 5.4. Advocacy
 - 5.5. Organisational development
 - 5.6. Sustainability aspects of the programme
 - 5.7. Monitoring and evaluation
 - 5.8. Other key approaches
 6. **Target group**
 - 6.1. Target group
 7. **Outputs and output indicators**
 8. **Assumptions and risks**
 - 9.1. Assumptions
 - 9.2. Risks and risk management
 10. **Cross-cutting concerns**
 - 10.1. Relevant cross-cutting concerns
 11. **Management and organisational set-up**
 - 11.1. Organisational structure and division of responsibilities in the Danish organisation
 - 11.2. Organisation and division of responsibilities in the actual programme
 - 11.3. Administrative procedures and financial administration, incl. anti-corruption strategy

- 12. Information work in Denmark
- 13. Budget

ANNEXES:

- A. Relevant programme framework in terms of an LFA matrix, outcome mapping, or similar.
- B. Budget
- C. Follow-up on Capacity Assessment and assessment of Management Response
- D. Description of strategic focus and core organisational procedures
- E. Relevant sub-strategies
- F. Overview of programme partners, using the Civil Society Fund's ordinary Annex B: Organisational Fact Sheet
- G. Organisational chart for the programme
- H. Job descriptions for expatriate staff
- I. The organisation's popular foundation, i.e. roots in the population
- J. Overview of monitoring set-up
- K. Updated "Calculating existing project portfolio" (to be found on www.cisu.dk/program).
- L. The organisation's statutes
- M. The organisation's procedures and administrative guidelines
- N. Annual report and auditing report

ANNEX 4. FORMAT FOR PROCESS PLAN

Purpose: To enable applicant organisations to plan the core process and key deadlines in the application for a programme agreement with the Civil Society Fund

Part One (A-F)

Intended for the applicant organisation to internally draw up a plan for the initial steps

Milestones <i>What Will Be Done?</i>	Timeline <i>By When?</i> <i>(Day/Month)</i>	Responsibilities <i>Who will do it?</i>	Formats <i>to be used</i>	Normal timeframe
Preparation step A: Internal decision whether to start pursuing a programme		Applicant		Up to applicant
Preparation step B: Meeting with CISU on track-record and issues to consider in the programme process		CISU compiles track record information	CISU has format	Up to applicant
Preparation step C: Dialogue with relevant partners, perhaps by means of a partnership activity		Applicant		Up to applicant
Preparation step D: Developing a Preliminary programme application		Applicant	(Preliminary) programme application format (See programme guidelines)	Up to applicant
Preparation step E: Applying for a capacity assessment-cum-appraisal (CapApp) Draft process plan (see step 2) must be included.		Applicant	Format for ToR	Up to applicant
Preparation step F: The Civil Society Fund's Assessment Committee reaches conclusion on whether to fund CapApp. + comments on terms		Applicant		3 weeks

Part 2 (1-8)

Intended for the applicant organisation to set a realistic plan for the part of the process that involves the Civil Society Fund. This must be submitted to CISU at the time of applying for a CapApp (see step E) and updated versions must be submitted throughout the process:

Milestones <i>What Will Be Done?</i>	Timeline <i>By When?</i> <i>(Day/Month)</i>	Responsibilities <i>Who will do it?</i>	Formats <i>to be used</i>	Normal timeframe
Step 1: Capacity assessment-cum-appraisal completed and report has been approved by CISU				} KapApp process normally 2 months, approval with CISU depends according to need for quality adjustments
Step 2: Organisation submits Management Response based on CapApp report – plus possibly application for Joint Programme Preparation/JPP		Applicant	Format for Management Response and JPP (See programme guidelines)	
Step 3: Assessment Committee approves or rejects Management Response (and JPP)		Civil Society Fund's Assessment Committee		} 4 weeks
Step 4: Completion of final programme application		Applicant	Format for final programme document (See programme guidelines)	} Up to applicant, typically 3 months
Step 5: Organisation submits final programme application		Applicant		
Step 6: Assessment Committee approves or rejects final application		Civil Society Fund's Assessment Committee		} 5 weeks
Step 7: Recommendation Note is submitted to Danida		Civil Society Fund's Assessment Committee		
Step 8: Danida approves or rejects the programme		Danida Grant Committee		} 4-6 weeks