

Information Note

How Framework organisations can apply for a Program in a Strengthened CSF Program modality (Batch-1).

April 2017

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Background and Principles for Strengthening the Program Modality:

CISU has made a reform of the Civil Society Fund (CSF) guidelines in 2017. This reform has included all modalities and simplification and improvement of requirements and procedures has been at the heart of the reform process.

In order to ensure that this reform will be synchronised with the Danida Strategic Partnership process, in terms of providing funding options for former framework organizations with Danida, CISU has initiated the process of strengthening the CSF Program modality, with the purpose of enabling the modality to cater for all future Programs from 1. January 2018.

The strengthened Program modality will be based on the overall guidelines of the 2017 CSF reform. The guidelines include a clear focus on the SDGs e.g. by including popular participation in the pursuit of the SDGs as one of three overriding objectives. It is furthermore highlighted that SDG #16 and 17 are cross-cutting and therefore the basis for interventions manifesting themselves in the domains of other SDGs. SDG relevance will be registered and communicated through e.g. the CISU World Map.

The modality will be strengthened in a number of aspects:

- **Increased of budget ceiling:**
The current program modality is based on max DKK 3,5 million/year (was DKK 6 million/year before Danida's cuts in 2015). This needs to be raised again, this time to DKK 15 million/year.
- **Strengthen Self contribution:**
A 5% self contribution was planned introduced in the current program modality from 2018. This has to be strengthened further, so that organisations with bigger budget/year have to make a self contribution equal to current frame work organisations (5%+15%).
- **Changing program- and grant-period:**
Current program modality operated with 3 year program periods. This is due to a former budget principle for allocated the full program budget in the same financial year (tilsagnsbudgettering). This will be changed to 4 years) with yearly budget allocations (following the financial year). This will simplify the budget planning of the Civil Society Fund.
- **Strengthen assessment criteria:**
The assessment criteria for the program modality will be aligned with relevant elements in the approach used in Danida 'Strategic Partnerships'.
- **Strengthened system of competition:**
The current ceiling for Programs has - after the budget reductions in 2015 - been defined as DKK 3,5 million/year, which makes programs relatively small. However, with the strengthening of the Program modality additional funds will be available for programs. Therefore, a strengthened system of competition for funds among the existing and possible new programs will be introduced.

The specific purpose of this Information Note:

The guidelines for a strengthened program modality will be finalised by 1 October 2017 as the basis for applications in 2018. According to the Danida Strategic Partnership Information Note, "[...] framework organisations that do not apply for a Strategic Partnership, or may be rejected after step 1, will have the

opportunity to apply in 2017 for a CISU programme grant. The CISU grant will, if approved, take effect January 2018." (Danida Information Note pp. 22).

This means that these organisations (called 'Batch-1') will be allowed to apply the Program modality under CSF in 2017. The Batch-1 organisations admitted from early 2018 will be testing some of the defining design features outlined in this note, most notably the revised assessment criteria and the system of competition.

This Information Note is therefore designed to ensure a transparent application process for the former framework organisations applying for a Program with CISU (with a start date 1/1 2018) based on the basic principles which will also guide the strengthened program modality.

The integration of former framework organisations is expected to include competition implemented in three phases:

1. Ex-framework organizations receiving funding from 1.1.2018 (Batch-1) will compete for funding in between themselves for an initial 2 years funding.
2. Ex-framework organizations receiving funding from 1.1.2019 (Batch-2) will compete with existing programs expiring in 2018 and possible new programs for four years funding.
3. Batch 1 ex-framework organizations receiving funding from 1.1.2020 will compete with existing programs expiring in 2019 and possible new programs for four years funding

Possible new organisations applying for a Program will be able to do so according to normal procedures on a continuous basis, only that a Program will always be started in the beginning of a financial year.

This will be elaborated further and shall include harmonization with the inclusion of the specific existing CISU program-allocations and their timing

Integration of Batch-1:

The below specific guidelines give details on how the 'Batch-1' framework organisations can apply into the strengthened CSF Program Modality.

Who is eligible

Applying organisations must meet general eligibility criteria mentioned in CSFs Guidelines (2017). Current (2017) Danida Framework organizations who, either:

- do not apply for a Strategic Partnership, or
- apply for a 'Strategic Partnership'(in lot CIV or lot LAB), but are rejected after step 1.

Basic principles integration into CSF Program:

Program period:

The application covers an implementation period for 24 months. After the 24 months, a new application for a four year Program can be applied for in competition with other program organizations.

No new capacity analysis:

All eligible organizations are considered as having the documented capacity and the relevant partners to implement a program under the CSF. Consequently, no new capacity analysis will be made. In case capacity issues are relevant for the assessment process, existing documentation will be used.

Use existing documents as basis for application:

The program document can be based on existing Framework documents. This means that the applying organization shall update (and revise where relevant) its current framework document. Hence, there will be no specific application format.

New areas of work in coming program period:

If the revised program strategy includes new areas of work (new partners, new innovative approaches and/or operation in new regions/countries), these new areas cannot have a budgetary allocation beyond 15% of total Program budget. In addition, the 10% un-allocated funds in the program budget can also - if the applying organisation find it relevant - be used for similar purposes.

Competition:

An applying organization can prepare a budget at the same level as in 2017, unless this budget is above 15 million/year. In this case the budget proposal needs to be based on a maximum of DKK 15 million/year. But a scoring among all applying organizations will determine the specific budget level in 2018. Scoring will be based on assessment criteria described in a section below, with a focus on the assessment criterias related to 'Strategic relevance' and 'strategic approach'. A budget can be reduced by maximum 10% or increased with maximum 10%. (Organisations applying for DKK 15 million/year cannot be increased).

Budget allocation:

Total Budget allocation available:

The total budget allocation competed for by the applying organizations will be approximately equal to the total revenue they received under their Danida Framework agreement in 2017.

The yearly budget allocation for each organization will be determined by the relative scoring level among the applying organizations.

When the actual yearly budget allocation has been determined, organizations must resubmit a revised program budget based on the actual budget allocation.

Own contribution:

The requirements for own contribution for programs over 5 mio/yearly will be maintained at the existing 20% (consisting of at least 5% collected/donated funds being used in program budget, and 15% co-financed funds).

Batch-1 applicants will be expected to document own-financing of activities similar to those funded by CSF through other sources of funding, corresponding to at least 20 per cent of the program budget. Of these, an amount corresponding to minimum 5 per cent of the partnership engagement budget should be raised in Denmark by the applying organisation in the form of cash contributions or similar (collections, donations) in order to ensure a strong public engagement. These funds should be spent within the proposed partnership engagement budget. The remaining co-financing may comprise of funding from other donors, including the applying organisations international alliance, for activities in DAC countries (including related global/thematic programmes) relevant under the Civil Society Policy (in-kind contributions are not valid).

The Civil Society Fund will use Danida's approach to assess the relevance of own contributions. (see annex 1)

If an organization will apply for less than 5 mio/year (which most likely will not be the case in Batch-1) the own contribution will be as follows:

	Collected/donated funds	co-financed funds
Budget up to 3,5/y mio	0%	5%
Budget 3,5/y - 5/y mio	2,5 %	10%
Budget over 5/y mio	5%	15%

Application process:

An application will be in the form of an updated version of the existing framework program. Upon final approval, this will be the Program Document (PD) with supporting annexes. There is no specific format, but the applying organisation must ensure that all relevant aspects mentioned in the assessment criteria are covered. A cover letter should be included indicating where in the Program document and/or in supporting annexes the relevant information on the assessment criteria can be found.

Track record:

CISU will prepare a 'track record' document based on the dialogue leading up to final application (this is part of the existing Program Modality). The 'Track record' is a summary of the applying organisations previous results and the learning issues which has been raised by recent status reporting and reviews. The Track record format reflects the composition of the assessment criteria, so it can be used by the applying organisation to refine the Program strategy.

The track record document will be attached to the application.

Deadline for application:

Deadline for submitting is 15 June 2017. Organisational fact sheets for applying organisation and all partners must be uploaded using CISUs Organisational login, and applicants must therefore either be members of CISU or contact CISU for a non-member log-in (<http://medlemsunivers.cisu.dk/Bruger/LogOn>).

Assessment and Scoring:

Assessment and scoring will be done on the basis of the revised Program application and with support - where relevant - from the organisation's track record in the form of reviews/analysis and other documents.

The CSF Granting Committee will prepare a scoring sheet based on the assessment criteria presented below. A final recommendation based on the scoring sheets will be submitted to Danida for final approval.

Since the assessment is not about whether an applying organisation has the capacity to implement a program (all existing Frameworks organisations are assumed to have the capacity), the task for the Granting Committee is only to make a scoring based on the assessment criteria.

When the scoring has been approved by Danida for all applying organisations, an average scoring will be determined and the relative scoring of each organisations will be determined.

Applying organisation's comments:

As part of the assessment process, a draft assessment sheet (without the scoring) will be submitted for comments to the applying organisation (no later than 15. August 2017). Written response can be given to the draft assessment sheet (deadline 21. August 2017) as to facilitate informed basis for the final assessment. The written comments will be a formal part of the assessment and relevant parts will be taken into consideration before final scoring.

Scoring procedure

The three overall themes - Capacity, Strategic Relevance and Programmatic Approach - will be assessed by scoring each of the 12 criteria using the LEADS approach which is an adapted version of a World Bank inspired rating scale also used by Danida.

The 12 criteria have been further described in a number of guiding sub-bullets. There will be no individual scoring of the sub-bullets mentioned under each of the 12 criteria. The score of each criterion will be an overall assessment taking into consideration the mentioned sub-bullets.

The 'LEADS' descriptors (allocating scores from 1 (poor) to 5 (excellent)). Hence, the minimum an organisation can score is 1, equivalent to 20 per cent; and the maximum is 5, equivalent to 100 per cent.

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

In order to ensure fairness in the scoring, the Granting Committee will calibrate the use of scores against criteria, based on a common approach to perception and scoring of the criteria.

The narrative description of the assessment of criteria will be shared with the applicant in the form of a draft assessment sheet. The applicants are given 6 days to respond – in writing - to the assessment. The written response will be taken into consideration in the final scoring decided upon by the Granting Committee.

Assessment Criteria:

The strengthened modality will introduce revised assessment criteria, and these will be used in assessing the applications submitted in Batch-1

The criteria will be tested in relation to applications from the Batch-1 organisations, and lessons learnt will be used in finalizing the strengthened Program modality guidelines.

All applying organisations (being current framework organisations, where capacity has already been assessed) will be given a maximum score on the four capacity criteria (1-4).

CAPACITY		OVERALL WEIGHT: 30
Criteria 1	Organisation capacity, human resources and popular engagement	20
Criteria 2	Financial management and administrative capacity	15
Criteria 3	Analytical capacity and learning	20
Criteria 4	Delivering and documenting results	45

STRATEGIC RELEVANCE		OVERALL WEIGHT: 30
Criteria 5	Strategic orientation: Strengthening civil society in the global South and relevance to the Sustainable Development Goals	60
Criteria 6	Relevance of Civil society partners and relevant networking/global connectedness	40

PROGRAMMATIC APPROACHES		OVERALL WEIGHT: 40
Criteria 7	Theory of Change and program synergy	50
Criteria 8	Result Framework and M&E system	15
Criteria 9	A human rights based approach (HRBA)	10
Criteria 10	Sustainability	10
Criteria 11	Financial resources and Cost Level	10
Criteria 12	Popular engagement and development education	5

Annex 2 elaborates on subject matter of each criteria and which assessment aspect the standard will include.

Reporting:

Reporting covering the new program period (2018-2019) must follow formats for Program under the Civil Society Fund.

Deadlines:

Before 15. April 2017:

Preparatory meetings with CISU adviser to:

- build relevant track record file on the ongoing framework program (overview over current documents, result reports and relevant assessments/reviews).
- Guiding on how to understand assessments criteria, and how to reflect the standards in a rewriting of the applying organisations Program Document.

Thursday 15. June 2017:

Applying organisation submits revised program document and budget (based on existing documents and budget level) for a program period covering 1/1 2018 - 31/12 2019.

Tuesday 15. August 2017:

Draft assessment sheet sent to applying organisation

Monday 21. August 2017:

Deadline for applying organisation to comment on draft assessment sheet.

Tuesday 1. September 2017

Granting committee final meeting to decide scoring.

10. September 2017

CISU submits final APPROPRIATION NOTE to MoFA/Danida for final approval.

No later than 1. October 2017:

MoFA/Danida approves final APPROPRIATION NOTE.

1. January 2018

Program start.

Formats and annexes for application:

- Program Document: Use existing document structure for current framework program - however, see **annex 2** for minimum information's which must be available in the Programme Document
- Budgetformat: Adapted Danida budget format for Framework Organisations available on www.cisu.dk/program.
- Updated Popular Engagement annex (Folkeligt Forankring annex) (bilag 5 in current Danida guideline for framework-organisations)
- Fact sheets uploaded (Applying organisation and local partners)
- List of relevant supporting documents / Annexes

(all mentioned documents must be uploaded using CISUs Organisational Login)
(<http://medlemsunivers.cisu.dk/Bruger/LogOn>).

Annex 1: Own Contribution

CISU will follow Danida practice in calculating the 20% Own Contribution, following the principles from the Administrative Guideline for Frameworks organisations (Sept. 2016). Below is an adapted version of the principles (Administrative Guideline pp. 3-4):

Egenfinansiering

Ansøger skal bidrage med en egenfinansiering på minimum 20% af det danske offentlige tilskud til det pågældende programbevilling. Materielle såvel som immaterielle anlægsaktiver kan ikke udgøre egen finansiering.

- *'Likvide midler': bidrag fra likvide midler rejst i Danmark (eksempelvis indsamlinger og donationer) skal udgøre minimum 5% af tilskuddet til programbevillingen. De likvide midler skal anvendes inden for programbevillingen.*

Den resterende egenfinansiering kan bestå af flere elementer:

- *Samfinansiering af aktiviteter (fra andre donorer eller fra organisationernes internationale alliancepartnere), der ligger inden for Civilsamfundspolitikens rammer, f.eks. ved kapacitetsudvikling, faglig støtte eller deltagelse i styregruppe. Hvor der er tale om samfinansiering af et fælles program hos en partner i et partnerland, vil finansiering fra andre donorer også kunne medregnes.*
- *Midler rejst i Danmark udover 5% til Likvide midler: der kan medregnes private midler rejst i Danmark (eksempelvis støttebidrag eller medlemskontingenter) kanaliseret direkte til samarbejdspartnere i partnerlande til støtte for disses langsigtede udviklingsarbejde og/eller til internationale netværk, der arbejder inden for Civilsamfundspolitikens målsætninger. Indsamlede midler, som anvendes til humanitære aktiviteter eller til andre formål (f.eks. strejkefonde) kan ikke medregnes.*
- *Andre bidrag (fra f.eks. EU/ECHO) til langsigtede indsatser i skrøbelige stater/situationer inden for Civilsamfundspolitikens målsætninger vil også kunne medregnes i opgørelsen af samfinansiering, men ikke akut nødhjælp. Med akut nødhjælp forstås i denne forbindelse de første 18 måneders indsats.*

Annex 2: Assessment criteria

CAPACITY	Basis for assessment
<p>Criteria 1 Organisation capacity, human resources and popular engagement <u>Applicants must:</u></p> <p>Organise and develop human resources to enhance development effectiveness of the organisation by maintaining satisfactory professional competency and technical capacity.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Human resource strategies and systems to ensure that staff can sustain main strategic intervention areas of the proposed partnership engagement. • Presence of staff and management systems for planning, implementing and monitoring overall programme portfolio. • Organisational structure to ensure satisfactory accountability while also promoting responsiveness and flexibility. • Extent and development in applicant's popular engagement 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex on Popular engagement</p> <p>Latest reviews (if any)</p>
<p>Criteria 2 Financial management and administrative capacity <u>Applicants must:</u></p> <p>Maintain a satisfactory internal level of financial management and administrative capacity, adequate for meeting the overall responsibilities related to management of CISU grants.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Performance: Systems, procedures and capacities to assess and monitor financial performance . • Systems: Adequate internal financial and administrative control systems. • Anti-corruption: Implementation of anti-corruption policy including training and ensuring implementation also at partner level to prevent, disclose and actively follow up on financial irregularities at all levels, both internally and, when relevant, with respect to partners. 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex: Financial Procedures</p> <p>Latest reviews (if any)</p>
<p>Criteria 3 Analytical capacity and learning <u>Applicants must:</u></p> <p>Have capacity to undertake comprehensive context analysis and risk assessments, and to utilize evidence-based learning from programme implementation to inform analysis, planning and innovation of strategies and operational approaches.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Analysis: Proven track record for ensuring context and stakeholder analysis as a basis for programme design, planning and innovation, • Risk management: Relevant policies, guidelines and methodologies for risk management systems • Learning and innovation: Learning and knowledge management for generation of evidence-based learning and innovation from programme implementation (including learning from failures/non-achievements), reviews, capacity assessments, evaluation and research. 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Latest reviews (if any)</p>

<p>Criteria 4 Delivering and documenting results</p> <p><u>Applicants must:</u> Demonstrate ability to deliver results at outcome level in a cost-effective manner.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> Track record on delivering results at outcome level, documenting the applicant's contribution – together with partners in the global South – to positive and significant changes at the level of targeted rights holders Functioning M&E systems which are used for results based management (incl. relevant and verifiable outcome indicators) 	<p>Previous result reporting (RAM, status, Final reports)</p> <p>Capacity Assessment/Review</p> <p>Latest reviews (if any)</p>
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STRATEGIC RELEVANCE	Basis for assessment
<p>Criteria 5 Strategic orientation: Strengthening civil society in the global South and relevance to the Sustainable Development Goals</p> <p><u>Applicants must:</u> Present partnership engagements contributing strengthen civil society in the global South so that it has the independence, space, diversity and capacity to influence and promote the realisation of the Sustainable Development Goals (SDG) with a particular focus on poor, marginalised and vulnerable groups ('leaving no-one behind')</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> Coherence of applicant's overall mandate, vision and strategy with the objectives and the strategic orientation (e.g. as contained in programme level Theory of Change) in the application for a CISU program grant. The degree to which the proposed partnership engagement contributes to strengthen civil society organising to promote the fulfilment of rights and equal access to resources and participation in order to bring about sustainable improvements for poor, marginalised and vulnerable target groups (the SDG principle of 'leaving no-one behind'). Relating to the Sustainable development Goals as a framework shared with other stakeholders in government and private sector. In particular applying the crosscutting priorities of SDG 16 (governance) and SDG 17 (partnership) in overall strategic approach and relating to SDG 1-15 where relevant. 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Constituent documents (mandate, organisational strategy, annual report and plan of action etc.)</p>

<p>Criteria 6 Relevance of Civil society partners and relevant networking/global connectedness</p> <p><u>Applicants must:</u> Present proposed partnership engagements contributing to the development of a strong, independent, vocal and diverse civil society in the global South through meaningful, equal and mutually committing partnerships.</p> <p>Applicants proposing programme components in countries and regions, where the applicant has not been present previously, must demonstrate knowledge regarding country context and civil society environment.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Track record in engaging in meaningful, equal and mutually committing partnerships with relevant South-based actors. • Track record and approaches within capacity development to strengthen partners in implementing activities and in using and maintaining results sustainably. • Network/global connections: Involvement of networking partners and/or global connections with relevance for program theme. • Significance of partners' role as catalysts reaching out to, mobilising and cooperating with the wider society and other actors in order to expand access to resources and financing, thus boosting the effect and sustainability of all their actions 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex: Partnership strategy (if any)</p>
<h2 style="text-align: center;">PROGRAMMATIC APPROACHES</h2>	<p>Basis for assessment</p>
<p>Criteria 7 Theory of Change and program synergy</p> <p><u>Applicants must:</u> Present how the program levels creates synergy to the overall program approach in the form of a Program Theory of Change.</p> <p>Present clear and relevant Theory of Change for each of the main country/thematic program elements that constitute the proposed engagement. This shall include justified strategic choices of intervention that contribute to the objectives and outcomes of the programs applied with due consideration for a reasonable balance between goal achievement and actual costs.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Context: Whether applicant and partners are capable of basing the Theory of Change on an analysis of context, what needs to change and stakeholders, including duty bearers and rights holders. • Intervention logic: Whether the respective Theory of Change presents a clear and logical link from the context and stakeholder analysis, to intervention logic and key assumptions, to objectives and outcomes, • Change triangle: Whether the Theory of Change has a coherent and relevant balance between the programme's strategic deliveries, capacity building and advocacy (change triangle). <ul style="list-style-type: none"> • In stable contexts, the assessment attributes importance to the establishment of potential for advocacy. For interventions over DKK 1 million, actual realisation of advocacy is a requirement. • In fragile contexts, the assessment attributes importance to strategic deliveries underpinning capacity development and establishing potential for advocacy. • Policy link: Approach to and relevant track record in bringing operational experience 	<p>Capacity Assessment/Review</p> <p>ToC diagram</p> <p>Program Document</p>

<p>and objectives to bear in relevant national, regional or global policy processes</p> <ul style="list-style-type: none"> • Innovation: The Theory of Change contains elements of development and piloting of new operational approaches - either with new or with already tested tools and methodologies - aiming at strengthening program objectives, and which the partners can - where relevant - take to scale. • Risk approach: Whether the Theory of Change includes an analysis of contextual, programmatic and institutional risks along with a strategy for mitigation. 	
<p>Criteria 8 Result Framework and M&E system</p> <p><u>Applicants must:</u></p> <p>Present a coherent Results Framework at Program level, and have a proven system to operate sub-results frameworks at thematic and or country level for relevant parts of the proposed program.</p> <p>Applicants must have a description of the M&E approach as it expected to be applied on a programme level.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <p>COHERENCE AND RESULT FRAMEWORK</p> <ul style="list-style-type: none"> • Coherence between objectives, expected outcomes and problems which the programme addresses. • Relevance/Quality of outcome indicators <p>MONITORING AND EVALUATION</p> <ul style="list-style-type: none"> • A relevant approach for how to prepare and carry out programme monitoring and evaluation. • M&E approach encourages reflection on the ToC-assumptions on which the programme is based, and of the risk factors which might jeopardise its success. • Learning: Approach to creating and sharing knowledge, data and analysis and promoting mutual learning and innovation among CSOs and other relevant stakeholders in general and at the specific country level 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex: M&E approach</p> <p>Annex: Program Result Framework</p> <p>(if any) Sub-results frameworks</p>
<p>Criteria 9 A human rights based approach (HRBA)</p> <p><u>Applicants must:</u></p> <p>Present a proposed Program with interventions based on a HRBA, gender equality, and the principle of poverty orientation</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Track record and approach to mainstreaming HRBA principles of participation, accountability, non-discrimination and transparency (PANT) in individual components, with partner organisations and within the applicant organisation; • Track record and approach to supporting women and girls in the fulfilment of their rights in the proposed partnership engagement and in individual interventions. • 	<p>Capacity Assessment/Review</p> <p>Program Document</p>

<p>Criteria 10 Sustainability</p> <p><u>Applicants must:</u></p> <p>Present an analysis of the sustainability of key expected changes achieved during the Program period.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • There are relevant reflections on the programme’s sustainability – e.g., politically, organisationally, socially, technically, financially and environmentally – in view of the overall programme framework, e.g. Theory of Change. • The degree to which the program 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 • The degree to which the program's results/improvements are likely to continue to spread to other target groups or partners • No local partners or target groups end up in an inappropriate relationship of dependency 	<p>Program document</p>
<p>Criteria 11 Financial resources and Cost Level</p> <p><u>Applicants must:</u></p> <p>Present a clear and transparent budget, which makes it simple to identify what costs are incurred at partner level, and what costs are relating to the Danish applicant. Further applicants shall be capable of reviewing costs and outcomes during programme implementation in order to reallocate budgetary resources in line with results achieved.</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • Budget coherence: Relationship between expected results, intervention logic and size of target group • Danish costs: Balance between overall budget and spending on Danish programme management, travel and salaries both in partner country and in Denmark • Approach to financial resource allocation: Financial management systems in place to budget and track expenditures in relation to result achievements during programme implementation to enable resource reallocation if necessary • Own contribution: The approach towards obtaining supplementary resources (for both applying organisation and relevant local partners), including financial support for the Program objectives. 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex: Budget</p>
<p>Criteria 12 Popular engagement and development education</p> <p><u>Applicants must:</u></p> <p>Engage with relevant groups and stakeholders in Denmark to strengthen understanding of selected global development challenges, the role of local partners and civil society in general..</p> <p><u>The assessment of the criteria will as relevant include:</u></p> <ul style="list-style-type: none"> • A track record exploring new ways of engaging volunteers and a larger and more diverse segment of the Danish public. Plans for strengthening the understanding of global development challenges and the role of civil society partners 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex on Popular anchorage</p>

Annex 3: Program Document

Program Document Disposition

There is no specific format to prepare the Program application. However, it is a requirement that an application documentation consists of a core document describing the overall Program. This will be referred to as the 'Program Document'. A Program Document (PD) can refer to key supporting documents as annexes, and thereby meet all the needed descriptions that the assessment criteria expects as part of the documentation.

However, to ensure that there is a Program Document describing the overall Program, and also to ensure that the CISU Granting committee essential inputs to some of the key text-elements needed to prepare the Danida Appropriation Note, the following obligatory elements must be contained in the Program Document:

Program Document:

- ❖ Summary of Background: National, thematic and/or regional context
- ❖ Lessons learned and results from current program/Framework.
- ❖ Follow-up on latest Capacity Assessment/reviews (summary of management response or similar)
- ❖ Strategic orientation of the program
- ❖ Core partners in the programme.
- ❖ Overall strategy (Intervention logic, Theory of Change or Rationale).
- ❖ A summary of the result framework at Program level, including information on:
 - Program objectives:
 - Development objective:
 - Immediate objective 1/indicator(s):
 - Immediate objective 2/indicator(s):
 - Immediate objective 3/indicator(s):
 - Key assumptions (max 3) related to the program strategy (outcome level)
- ❖ Expected Target groups
- ❖ Approach to Monitoring & Evaluation
- ❖ Approach to Risk analysis and risk management:
- ❖ Approach to Sustainability
- ❖ Overview of management set-up at program level, including financial management
- ❖ Summary of Budget at Program level.

NOTE: the above elements do NOT cover all aspects referred to in the assessment criteria. Additional sections and/or supporting documents as annexes will be needed.