

Bilag 1: ASSESSMENT CRITERIA

OVERVIEW and sub-weights for the 12 Assessment criteria

CAPACITY		OVERALL WEIGHT: 30
Criteria 1	Organisation capacity 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	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

In the following is an elaboration of how the 12 assessment criteria will be assessed.

CAPACITY	Basis for assessment
<p><i>Criteria 1 Organisation capacity and popular engagement</i></p> <p><u>Applicants must:</u> Demonstrate effective organisation capacity, including human resources, to enhance development effectiveness of the organisation by maintaining satisfactory professional competency and technical capacity. Organisations must further show a record of involving relevant groups and stakeholders in the Danish society to broaden and sustain popular engagement with development cooperation</p> <p>Organisations proposing interventions in fragile situations shall demonstrate capacity to operate in such contexts</p> <p><u>The assessment of the criteria will include:</u></p> <ul style="list-style-type: none"> • Management systems for planning, implementing and monitoring overall programme portfolio. • Human resource strategies and systems to ensure that staff can sustain main strategic intervention areas of the proposed partnership engagement. • Organisational structure to ensure satisfactory accountability while also promoting responsiveness and flexibility. • Proven capacity to extend and develop applicant’s popular engagement 	<p>KapApp or RevApp report</p> <p>Track record</p> <p>Concept Note Program Document</p> <p>Annex on Popular engagement</p> <p>Latest reviews (if any)</p> <p>CHS documentation (if relevant)</p>
<p><i>Criteria 2 Financial management and administrative capacity</i></p> <p><u>Applicants must:</u> 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 include:</u></p> <ul style="list-style-type: none"> • Performance: Systems, procedures and capacities to assess and monitor financial performance, including 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. • Approach to financial resource allocation: Financial management systems in place to track expenditures in relation to result achievements during programme implementation to enable resource reallocation if necessary 	<p>KapApp or RevApp report</p> <p>Track record</p> <p>Concept Note Program Document</p> <p>Annex: Financial Procedures</p> <p>Latest reviews (if any)</p>

<p>Criteria 3 Analytical capacity and learning</p> <p><u>Applicants must:</u> 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 include:</u></p> <ul style="list-style-type: none"> • Analysis: Ability to ensure 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>KapApp or RevApp report</p> <p>Track record</p> <p>Concept Note Program Document</p> <p>Latest reviews and evaluations (if any)</p>
<p>Criteria 4 Delivering and documenting results</p> <p><u>Applicants must:</u> Have demonstrated ability to deliver results at outcome level in a cost-effective manner in previous Danida funded interventions.</p> <p><u>The assessment of the criteria will include:</u></p> <ul style="list-style-type: none"> • Track record on delivering and documenting results at outcome level, demonstrating applicant capacity – together with partners in the global South – to monitor and report on significant changes at the level of targeted rights holders • Track record of prioritising budget resources in cost-effective manner 	<p>Previous result reporting (status and final reports)</p> <p>Track record</p> <p>Capacity Assessment/Review</p> <p>Latest reviews (if any)</p>

<h2>STRATEGIC RELEVANCE</h2>	<p>Basis for assessment</p>
<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 overall strategic orientation which will contribute to 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)</p> <p><u>The assessment of the criteria will 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) of the application. • The degree to which the proposed programme offers a catalytic approach by means of proposing innovative strategic and/or professional approaches within the thematic field covered by the application • Relating to the Sustainable Development Goals as a framework shared with other 	<p>KapApp or RevApp report</p> <p>Concept Note Program Document</p> <p>Constituent documents (mandate, organisational strategy, annual report and plan of action etc.)</p>

<p>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>	
<p><i>Criteria 6 Relevance of Civil society partners and relevant networking/global connectedness</i></p> <p><u>Applicants must:</u> Present 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 previously been present, must demonstrate knowledge regarding country context and civil society environment.</p> <p>Organisations proposing interventions in fragile situations shall demonstrate capacity to work with partners in such environments</p> <p><u>The assessment of the criteria will 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 to promote a catalytic role of civil society. 	<p>Capacity Assessment/Review</p> <p>Concept Note Program Document</p> <p>Annex: Partnership strategy (if any)</p>

PROGRAMMATIC APPROACHES	Basis for assessment
<p>Criteria 7 Theory of Change and program synergy</p> <p><u>Applicants must:</u> Present how the respective program interventions create 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 components that constitute the proposed engagement. This shall include justified strategic choices of intervention that contribute to the objectives and outcomes of the programs.</p> <p><u>The assessment of the criteria will 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 stakeholder identification, 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, whether the potential for advocacy is adequately assessed. • In fragile contexts, strategic deliveries shall support capacity development and establish potential for advocacy. • Policy link: Approach to and relevant track record in bringing operational experience and objectives to bear in relevant national, regional or global policy processes 	<p>Capacity Assessment/Review</p> <p>ToC diagram (if relevant)</p> <p>Concept Note Program Document</p>
<p>Criteria 8 Result Framework and M&E system</p> <p><u>Applicants must:</u> 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 to be applied on a programme level.</p> <p><u>The assessment of the criteria will include:</u> COHERENCE, RESULT FRAMEWORK and M&E</p> <ul style="list-style-type: none"> • Coherence between objectives, expected outcomes and problems which the programme addresses • A relevant approach for how to prepare and carry out programme monitoring and evaluation including encouraging reflection on the ToC-assumptions on which the programme is based, and of the risk factors which might jeopardise its success, including strategies for risk mitigation. • 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> Present a proposed Program with interventions based on a HRBA, gender equality, and the principle of poverty orientation with a particular focus on poor, marginalised and vulnerable groups (the SDG principle of ‘leaving no-one behind’)</p> <p><u>The assessment of the criteria will 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. • 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’). 	<p>Capacity Assessment/Review</p> <p>Program Document</p>
<p>Criteria 10 Sustainability</p> <p><u>Applicants must:</u> Present an analysis of the sustainability of key expected changes achieved during the Program period.</p> <p><u>The assessment of the criteria will include:</u></p> <ul style="list-style-type: none"> • 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, so that no local partners or target groups end up in an inappropriate relationship of dependency Exit-strategies for program activities which are planned to be handed over/phased out during program phase 	<p>Program document</p>
<p>Criteria 11 Financial resources and Cost Level</p> <p><u>Applicants must:</u> 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.</p> <p>Furthermore, applicants shall be capable of reviewing costs and outcomes during programme implementation in order to reallocate budgetary resources to enhance cost effectiveness.</p> <p><u>The assessment of the criteria will include:</u></p> <ul style="list-style-type: none"> • Budget coherence: Relationship between expected results, intervention logic and size of target group, including cost effectiveness of Danish costs (spending on administration, travel and salaries both in partner country and in Denmark) • Own contribution: The approach towards obtaining supplementary resources (for both applying organisation and relevant local partners),. to mobilising and cooperating with other actors 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: Budget</p>

<p>Criteria 12 Popular engagement and development education</p> <p><u>Applicants must:</u> 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 include:</u></p> <ul style="list-style-type: none"> • A track record of 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 e.g. in the context of the SDGs, and the role of civil society partners 	<p>Capacity Assessment/Review</p> <p>Program Document</p> <p>Annex on Popular anchorage</p>
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