**Format for Annual work plans for Danish Arab Partnership Programme (DAPP) Strategic Partners**

*This format is for annual work plans and should be used by the DAPP Strategic Partners in conjunction with the preparation of documentation for the submission of the annual work plans to the DAPP-team.*

*This format includes instructions under each heading for consideration in the preparation of the annual work plan. These instructions outline what should be considered in the text and how.*

*The format is designed in accordance with Danida Programme Management Guidelines.*

*Strategic partners’ annual work plan should be updated annually and submitted to the Danish MFA on September 1st each year. When updating the annual work plan, full rewritings of the sections are unnecessary, but it is important to indicate where changes have been made relative to the previous plan. The annual work plan should be short and concise in scope (max 20 pages without annexes), and only contain key information about the development engagement for each country of priority. If the information is the same for several countries of the development engagement, there is no need to provide country-specific information.*

*The purpose of the format is fourfold:*

* *To enable the Danish MFA/MENA/DAPP team to assess the relevance, effectiveness, efficiency, sustainability and impact of the development engagement, and therefore systematically analyse the coherence of the development engagement with the DAPP’s Strategic Framework Document and the Implementation Document to make decision and enter into a long-term partnership;*
* *To enable the Danish MFA/MENA/DAPP team to track progress and outcome level results;*
* *To integrate a Human Rights Based Approach (HBRA) into all parts of analysis and design to strengthen the program logic and adapt it to the local context; and*
* *To provide an easy to use and consolidated format for partners upon submission of annual work plan.*

TITLE OF DEVELOPMENT ENGAGEMENT

EXECUTIVE SUMMARY (½ page)

LESSONS LEARNED (1 page)

* To be updated each year.
* Provide a brief description of how results and lessons learned from previous years will influence and be reflected in the new annual work plan. Use the status report as reference.

CONTEXT ANALYSIS (2 pages)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe the national/regional context that your organization should take into account, particularly from a conflict sensitivity perspective, when considering its development engagement, priorities, and contributions in the region.
* Describe the challenges and opportunities for rights holders and duty bearers generally, and for the targeted rights holders and duty bearers specifically, in your chosen DAPP thematic focus area(s) and for each country of the development engagement.
* Describe why the development engagement is relevant in this context for each country.
* Describe the target group(s) of your development engagement for each country.

STRATEGIC APPROACH (2 pages)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

Describe how your development engagement

* + Is aligned with national and regional policies and/or to partner(s)’ policies and plans to ensure complementarities and synergies.
	+ Works in harmony with other donors and international partners.
	+ Ensures accountability to your target group(s) and immediate stakeholders
	+ Ensures sustainability of results
	+ Reflects involvement of partners and other important stakeholders to promote Danish-Arab dialogue, reform, and democratization.

OBJECTIVES AND THEORY OF CHANGE (1-2 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe the intervention logic (theory of change) of your development engagement for each country of priority. No specific format is required for this. Describe briefly how the activities of your development engagement will contribute to your objectives. You can make reference to a log frame or similar, but should also provide descriptive passages.
* Describe the intervention logic (theory of change) of your development engagement in relation to the DAPP’s Strategic Framework Document; how your objectives are relevant in relation to the DAPP strategic and intermediate objectives that correspond to your development engagement.

MONITORING OF THE PROGRAMME (2-3 pages)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe your M&E system for follow-up and management of results for the development engagement, including a description of methods for monitoring and evaluation, and how they are consistently applied.
* Annexed to the annual work plan should be your own log frame (or similar), clearly explaining the intervention logic (how activities, outputs and outcomes relate to objectives), and specifying tools for monitoring of the objectives, as well as where to find relevant data/information for each country of intervention.
* Select *key outcome indicators* from your own log frame to be included in a log frame according to the Development Engagement Document format (see below).

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| --- |
| Objective  |
|  |
| Key outcome indicator | [Indicates a change in behaviour, relationships, actions, activities, policies or practices for a rights holder, civil society or a duty bearer, to which the development engagement has contributed] |
| Baseline | Year | [Situation prior to the development engagement] |
| Target | Year | [Intended situation by the end the development engagement period] |
| Means of verification | [Where and how to find information about the indicator] |
| Country/region | [Mark which country the indicator relates to, or region when applicable] |
| Result | [Update year 1 of the development engagement] |
|  |
| Output indicator | [Short-term result in the form of goods and services which results from an engagement activity] |
| Baseline | Year | [Situation prior to the development engagement] |
| Target | Year | [Intended situation by the end of annual work plan] |
| Means of verification | [Where and how to find information about the indicator] |
| Country/region | [Mark which country the indicator relates to, or region when applicable] |
| Result | [Update year 1 of the development engagement] |
|  |

PARTNERS (max. 3 pages)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe your key strategic partners for implementing the development engagement and achieving the desired results for each country of intervention.
* Establish why these partners are key to the development engagement, and how they contribute to the development engagement.
* Annex a list of all your partners for each country of intervention.

CROSSCUTTING ISSUES (1 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe how gender perspective can contribute to facilitating the achievement of the objectives of your development engagement for each country of intervention.
* Describe how inclusion of youth can contribute to facilitating the achievement of the objectives of your development engagement for each country of intervention.
* Describe how outreach can contribute to facilitating the achievement of the objectives of your development engagement for each country of intervention.
* Describe how a HRBA perspective can contribute to facilitating the achievement of the objectives of your development engagement for each country of intervention.

COMMUNICATION PLAN (1 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Communication activities in Denmark and in the MENA-region are to be described in detail in a communication matrix.
* The communication plan should be updated and submitted to the DAPP-team every six months.

RISKS AND RISK MANAGEMENT SYSTEM (1 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Describe your system for identifying, assessing and managing risks that are associated directly and indirectly with the development engagement, and your conflict sensitivity approach, for each country of intervention.
* Establish a risk matrix with risk mitigation measures. The risk matrix should be annexed to the annual work plan.
* Danida has a format for risk matrices that can be used in the annual work plan : <http://amg.um.dk/~/media/amg/Documents/Programmes%20and%20Projects/2018%20Jan%20Updated%20Guidelines%20for%20Programmes%20and%20Projects/TOOLS%20AND%20TEMPLATES/1%20Standard%20Annexes/5%20Annex%205%20%20Risk%20Management%20Matrix.docx?la=en>
* For further guidance on risk analysis and management, see Danida guidelines: <http://um.dk/da/danida/samarbejspartnere/civ-org/adm-ret/tilskudsforvaltning/enkeltprojekter/>

ORGANISATION, ADMINISTRATION and COORDINATION (2 pages)

If updates to the annual work plan are made, please indicate whether and where there are updates in comparison to the previous plan.

* Describe the division of responsibility among partners within the development engagement. A diagram detailing administrative responsibility could be part of this section.
* Describe and clarify the coordination and administration of fields of responsibility between the different parties.
* Describe how responsibilities of reporting are shared between the partners involved.
* Describe accountability measures to promote equal, open and transparent partnerships.
* Ensure adequate financial supervision of grants transferred to partners through sub-contracting arrangements. This includes, but is not limited to, supervision of the administration of grants with respect to accounting departments and project management, as well as procedures and organisational structures for the partner(s) in question.

BUDGET AND FINANCING (1 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* A detailed budget, from which it is clear which main categories and resources the financial support is spent on, is to be annexed to the annual work plan.
* The so-called NGO Guidelines, or General Guidelines for grant administration through Danish Civil Society Organisations, describe which specific expenses are covered by grants provided by the Ministry of Foreign Affairs, including rules governing remuneration and the receipt of administration fees.
* To the extent possible, expenses are to be budgeted in relation to activities/outputs, so that expenses to achieve activities/outputs become directly visible. The breakdown by activity/output should be set up so that it makes sense and provides a fair but not overwhelming level of detail. In the event that an engagement involves a cluster of minor activities/outputs, they may be grouped into one item. Consequently, minor projects should be limited to three to five activities/outputs. The planning of activities for the second and third year of the annual work plan may depend on the processes and decisions that cannot be taken until later. In this connection, it may prove inexpedient to attempt to define and detail activities in the budget. Therefore, an overall frame may be indicated which is then implemented in detail.
* To the extent possible, the budget should be country-based: the budget should illustrate the approximate share of the budget in different countries and/or in regional development engagements.

FINANCIAL MANAGEMENT AND REPORTING/AUDIT (1 page)

If updates to the annual work plan are made, please indicate whether and where these are in comparison to the previous plan.

* Please describe your financial management system: Procedures for financial management; Systems for internal control; Procurement; Progress reports; Financial reports; Accounting; Auditing.
* Please also describe how you address the need for monitoring with a view to securing timely and responsible adjustments both in terms of activities and finances, should the need arise.
* Reporting and auditing methods are to comply with Danida’s General Guidelines for Grant Administration through NGOs.

ANNEXES

1. One-page description of country-specific interventions in each DAPP focus country (compulsory for all applications)
2. Cooperation agreement(s) with partner organisations (if relevant)
3. The organization’s own log frame (or similar) for your programme where your objectives and indicators (or similar) are presented
4. The Development Engagement Document log frame with selected key outcome indicators
5. A list of partners
6. Communication matrix
7. Risk matrix
8. A detailed budget (all engagement years)
9. A short description (1/2 page) on how the engagement takes ethical behaviour (including responsible carbon footprints, anti-corruption, and anti-harassment) into consideration in the engagement.