Information note

For thematic ngo call for proposals

*Addressing impacts of climate change and displacement and promotion of preparedness and early action at the Horn of Africa*

 /humanitarian action, civil society and engagement (HCE)

October 2023

1. Background

The Horn of Africa is increasingly being impacted by the consequences of conflict and climate change leading to forced displacement, diminishing access to scare resources, extreme levels of food insecurity, malnutrition, loss of livelihoods and increase in negative coping mechanisms.

The impacts of climate change are numerous and may both trigger displacement and worsen living conditions or hamper return for those who have already been displaced. Refugees, internally displaced people (IDPs) and host communities are on the frontlines of the climate emergency and often living in climate “hotspots”. Natural resources, such as clean drinking water and water for agriculture and livestock purposes, are becoming even scarcer in Eastern Africa, and where many IDPs and refugees are hosted. Crops and livestock struggle to survive where conditions become too hot and dry, or too cold and wet, threatening livelihoods and increasing food insecurity. In such conditions, climate change can act as a threat multiplier, exacerbating existing tensions and adding to the potential for conflicts.

Extreme weather events, like prolonged drought, floods, extreme heat etc. are only expected to become more frequent, leaving little or no time for vulnerable populations to recover before the next climate shock strikes. Anticipatory action is crucial in building resilience, protecting vulnerable communities and reducing the cost of a late humanitarian response. Acting ahead of a disaster or extreme event saves lives, provides better protection and often leads to a more swift recovery. Improved weather forecasts early warning systems and technology can increasingly predict extreme weather events with more accuracy than before, while national and local preparedness need to be enhanced and strengthened to respond.

2. Purpose, objectives and priority issues

This call for proposal aims to promote HDP-climate nexus approaches and on one hand support durable and innovative solutions in contexts where climate change puts pressure on displaced populations and host communities in Ethiopia, Somalia and Kenya, and on the other hand prevent further displacement due to climate shocks.

The **purpose** of this Call for Proposals (CfP) is to engage civil society partners, to prevent and address recurrent climate shocks and their impact,, on vulnerable populations, including displaced populations, and support promotion of resilience in Ethiopia, Kenya and Somalia, both as a reaction to the aftermath of the devastating historic drought that hit the region in 2021-2023, as well as a proactive effort to minimize the humanitarian impact ahead of what is expected to be a very strong El Nino season.

Implementation of projects under this CfP will translate into enhanced protection, preparedness and resilience of vulnerable populations, including displaced people and host communities, to the effects of climate change. This includes strengthening early warning systems, enhanced local preparedness and anticipatory action. In addition, it should support prevention of additional displacement as well as strengthen social cohesion.

The developmental objective of this call is to promote better protection and reduce the humanitarian impacts of climate change and promote resilience and social coherence among vulnerable groups, such as displaced populations and host communities, including preventing further displacement due to climate change.

The specific objective of this call is to promote innovative and durable solutions within the inter-linkages of challenges related to climate and displacement, including by strengthening anticipatory action and local preparedness, resilience building and resource management, which both aim at strengthening climate change resilience and reduce the humanitarian impacts and needs.

Proposed projects must be located in either Kenya, Ethiopia and/or Somalia. Cross-border projects as well as regional projects are also eligible. Project proposals received in response to this CfP will be evaluated based on their relevance in relation to the stated objectives, ensuring that they target a number (NOT necessarily all) of the following priority issues/criteria.

**Preparedness, Resilience, Early and Anticipatory Action & interlinkages between climate change and displacement:**

* Address the key challenges that undermine the resilience of marginalized and most vulnerable communities, including forcible displaced populations. This includes challenges related to climate change and displacement.
* Promote early and anticipatory action and strengthen local capacity to plan for and act timely in order to mitigate impacts of climate-induced shocks.
* Promote activities related to preparedness and resilience building, including rehabilitation of livelihoods and livelihood opportunities in the aftermath of the drought and ahead of a strong El Nino season.
* Raise community-awareness about climate change for better preparation and planning ahead of climate-induced shocks
* Strengthen local and conflict sensitive natural resource management, including related to water scarcity, and promotion of innovative climate-smart solutions and social cohesion/peacebuilding in climate ho-spot areas and/or displacement contexts.
* Promote social cohesion and peacebuilding around natural resource management and ecosystem restoration.
* Respond to national and/or local policies, strategies and preparedness plans concerning disaster risk management and climate change adaptation

Additionally, the proposal must

* Include clear and measurable rights based and gender transformative approaches to activity implementation.
* Include a clear and realistic results framework (including clear and attainable output and outcome targets, indicators and means of verification)

3. Eligibility criteria

Submitted proposals must be multi-partner (consortium) and have a clear approach to locally-led action in order to enhance comparative advantages and ensure innovative and locally solutions.

Instructions regarding the formation of consortium:

1. Proposals must be submitted by a Lead Applicant representing a consortium. A consortium can consist of minimum two and maximum three partners. The Lead Applicant must be a strategic civil society partner (SPA) to the MFA and receive humanitarian or development funds from the MFA. This is to ensure that the applicant is continuously monitored in accordance with the Danish Ministry of Foreign Affairs’ financial monitoring obligation. A consortium can consist of either i) a SPA Lead Applicant and another Danish partner organisation or ii) a SPA Lead Applicant and an international partner organisation.
2. The Lead Applicant has undergone a formal capacity assessment (review or financial monitoring visit) within the last five years to demonstrate its capacity to manage financial contributions from the MFA. A pre-qualification for SPA 2.0 is qualifying.
3. At least 25% of funds must be implemented by local partners. A capacity statement for local partners must be included as part of the submission.
4. All partners have documented presence, experience and sufficient capacity in the specific geographic context (Kenya, Ethiopia and Somalia).

4. Evaluation criteria

|  |  |
| --- | --- |
| **Section** | **Maximum score** |
| 1. **Relevance and coherence**
 | **20** |
| 1.1 How well is the proposal aligned with the purpose, objectives and priority issues described in the CfP? | 5 |
| 1.2 How relevant is the proposal to the needs of the recipient country as reflected in local strategies, plans and policies? | 5 |
| 1.3 How well is the proposal harmonized with other relevant development and humanitarian initiatives and investments in order to reap synergy benefits and avoid duplication? | 5 |
| 1.4 How well does the proposal address the current and expected climate shocks in the project area? | 5 |
| 1. **Project design**
 | **25** |
| 2.1 How clear is the Theory of Change (ToC)/intervention logic behind the proposal? The ToC will be assessed on it being simple and logical, and on how well its causalities and assumptions are aligned with the results path as laid out in the results framework. | 5 |
| 2.2 How clear and logical is the Results Framework – i.e. the results hierarchy and its interconnections (from baseline over outputs through outcomes to impact)? The Results Framework will be assesses on it being simple, yet comprehensive with few and simple but SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators.  | 5 |
| 2.3 Does the proposal sufficiently integrate issues like environmental considerations, climate change, gender equality, human rights, youth etc.? | 5 |
| 2.4 How clear is the budget (output based) of the proposal and how efficient is the proposal in achieving its objectives and targets? | 5 |
| 2.5 To what degree does the proposed project design take identified risks and assumptions into account and propose realistic and applicable mitigation strategies? | 5 |
| 1. **Local partnerships**
 | **20** |
| 3.1 How well is the choice of local partner(s) aligned with the purpose, objectives and priorities (theme/sector/area) described in the CfP? What is the quality of the local partnership(s) based on the local partner assessment(s)? | 5 |
| 3.2 How clear is the added-value of the local partnership to the proposal?  | 5 |
| 3.3 Are there clear roles and division of labour in terms of involvement of the local partner? | 5 |
| 3.4 How innovative are the local partnership(s)?  | 5 |
| 1. **Capacity (operational and financial)**
 | **25** |
| 4.1 How strong is the lead applicant’s capacity in relation to compliance with the Aid Management Guidelines (AMG) of Danida/Danish Ministry of Foreign Affairs? (e.g in terms of timely reporting of high quality, financial monitoring plans, anti-corruption policy) | 5 |
| 4.2 How obvious is the comparative advantage of the Lead Applicant in relation to the project and geographical area, including previous experience with the proposed type of activities as well as documented relevant experience, capacity and expertise? | 5 |
| 4.3 How well documented is the proven capacity of the Secondary Applicant(s) in relation to the project and geographical area, including previous experience with the proposed type of activities as well as documented relevant experience, capacity and expertise? | 5 |
| 4.4 How well documented is the proven capacity of both Lead and Secondary Applicant(s) in relation to the thematic areas concerning the CfP; Protection, preparedness and resilience specifically in the context of climate change related shocks? | 5 |
| 4.5 Is there an appropriate balance between operational costs and administrative costs? | 5 |
| 1. **Sustainability**
 | **10** |
| 5.1 Is the proposal likely to have a lasting impact on beneficiaries and target population and are considerations around sustainability articulated? | 5 |
| 5.2 A long term plan for turning the project into a sustainable and resilient system, if not possible within the 2 years project period. | 5 |

5. Duration, grant size and number of proposals selected

The planned duration of the proposal must not exceed 24 months.

The overall indicative amount made available under this CfP is DKK 90 million. A maximum of four proposals will be selected. The minimum grant amount to be requested under this CfP is DKK 10 million. The maximum grant amount to be requested is DKK 30 million.

6. Application and selection process

The CfP application and selection process entails only one-step in which the full proposal is submitted right away.

Lead applicants are invited to submit a full application and use this application form. Applicants must apply in English.

Applications will be examined and evaluated by the department for Humanitarian Action, Civil Society and Engagement (HCE) in the MFA. The process will be as follows: First, all applications will be submitted to an administrative check to verify that the deadline has been met and that the proposal satisfies the criteria specified in the checklist. If any of the requested information is missing or is incorrect, the application will be rejected on that sole basis and the application will not be evaluated further.

Proposals that pass the criteria of the administrative check will be evaluated on the basis of an evaluation grid (see above). The maximum score possible is 100 using the breakdown in the evaluation grid. The evaluation criteria are divided into headings and subheadings. Each subheading will be given a score between 1 and 5 as follows: 1 = very poor; 2 = poor; 3 = adequate; 4 = good; 5 = very good.

The MFA reserve the right to reject applications that are not conform with these instructions.

In accordance with the format presented in Annex 5, the Lead Applicant is invited to submit an elaborated proposal in the form of a fully-fledged and final project document, including the following annexes:

1. A project description/proposal, including a relevant analysis of context and how this impacts on the proposal design. This should include a gender-sensitive analysis of vulnerabilities, hazards/risks, capacities.
2. An output based Budget (a consolidated budget including the details of individual consortium partner budgets).
3. A Results Framework, detailing outputs, outcomes and impact and their corresponding targets (yearly and end-of-project), indicators and means of verification (maximum three outcomes with maximum three outputs each). The results Framework should be simple, yet comprehensive with few and simple but SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators.
4. A Risk Management Matrix.
5. Partner Descriptions (for each partner in the consortium).
6. Local Partner Assessment
7. Documentation clearly confirming that the Lead Applicant has undergone a formal Danida partner capacity assessment within the last five years and live up to the Danida Aid Management Guidelines.
8. Anti-corruption policy

**Applications are solely selected on basis of the project document and annexes**. It is of utmost importance that the documents contain all the relevant information needed for the selection process.

**Timetable for the application and selection process**

|  |  |  |
| --- | --- | --- |
|  | DATE | TIME (CET) |
| 1. Call for proposal sent out | 13/10/2023 | 16:00 |
| 2. Deadline for submission of questions on the call for proposals | 20/10/2023 | 16:00 |
| 3. Answers to received written questions to be published on the MFA website | 25/10/2023 | 16:00 |
| 4. Deadline for submission of full proposals | 10/11/2023 | 16:00 |
| 5. Notification of winning proposal | 04/12/2023 | 12:00 |
| 6. If needed: updated project documents | 11/12/2023 | 12:00 |
| 6. Signature of grant agreement/Project document | No later than 18/12/2023 |  |

The deadline for the submission of the proposal is **10 November 2023 at 16.00 CET**.

The proposal should be addressed to CfP Secretariat at **hcestud@um.dk**

Lead Applicants can only send **one** application under this CfP.

Questions in relation to the specific CfP from potential applicants may be submitted in writing only to the CfP Secretariat no later than **20 October 2023 at 16.00 CET**. For the sake of transparency, all answers to questions received in writing from potential applicants will be published on the CfP MFA website by **25 October 2023**. No individual replies will be given to questions received from potential applicants.

A Danida Assessment Team will be established to assess the proposals received.

Firstly, the Assessment Team will ascertain whether the application is within the Eligibility Criteria listed above in Section 3. If the application/Lead Applicant is unable to meet the necessary criteria, the proposal will be considered ineligible and the application will be disqualified.

Secondly, the Assessment Team will assess the proposal based on the Evaluation Criteria listed in Section 4.

In the final selection of proposals, the Assessment Team will include consideration of the thematic and geographic diversity and complementarity of all applications in order to end up with a balanced portfolio of proposals to be approved.

Danida/the Danish Ministry of Foreign Affairs will make the final selection and approval of applications based on the assessment of the Assessment Team. The Ministry of Foreign Affairs reserves the right to reject a project if it assessed as ineligible and therefore cannot be approved.

At the time of selection and approval the Ministry of Foreign Affairs reserves the right to allocate individual grant amounts that differ from the requested amounts. In this case, it entails a request to the selected applicants for submission of updated project documents, by **11 December 2023** **12:00 noon CET**, e.g. budgets, ToCs and results matrix.

The indicative timetable for when the Ministry of Foreign Affairs will inform the Lead Applicant if the application has been approved or not is **4 December 2023**. Lead Applicants with approved applications will also be informed about the level of funding. The announcement (commitment) of winning proposals cannot be overturned. It is therefore not possible to submit a complaint to the Ministry of Foreign Affairs on the final decision.

7. Administration and dialogue with MFA

The CfP and the subsequent project/grant will be managed by HCE. The grant will be administered according to guidelines for single projects: Administrative retningslinjer for [enkeltprojekter](https://um.dk/danida/samarbejspartnere/civ-org/adm-ret/tilskudsforvaltning/enkeltprojekter).

The following additional special conditions (requirements) apply:

* Requirement to submit annual narrative, results and financial reporting (including audited financial statements, as well as performance and compliance audit),
* Requirements to request approval from the Ministry of Foreign Affairs in case of individual or accumulated budget reallocations exceeding 20% of the credited or debited main budget line (output level)
* Requirements to request approval from the Ministry of Foreign Affairs in case of individual or accumulated budget reallocations between consortium member budgets exceeding 10% individual partner budgets.

Annex 1: Organisational Data

**A: LEAD APPLICANT ("the main beneficiary")**

|  |
| --- |
| **Contact details** |
| **Organisation's** name |  |
| Legal status |  |
| Postal address |  |
| Telephone  |  |
| E-mail |  |
| Webpage  |  |
| **Project responsible** |  |
| Name & title |  |
| Telephone |  |
| E-mail |  |

 **B: OTHER PARTNER(S) OR AFFILIATED ENTITIES (complete as appropriate)**

|  |
| --- |
| **Contact details**  |
| **Organisation's** name |  |
| Legal status |  |
| Postal address |  |
| Telephone  |  |
| E-mail |  |
| Webpage  |  |
| **Project Responsible** |  |
| Name & Title |  |
| Telephone |  |
| E-mail |  |

|  |
| --- |
| **Contact details**  |
| **Organisation's** name |  |
| Legal status |  |
| Postal address |  |
| Telephone  |  |
| E-mail |  |
| Webpage  |  |
| **Project Responsible** |  |
| Name & Title |  |
| Telephone |  |
| E-mail |  |

Annex 2: Detailed project description

***Maximum 15 pages (exclusive of annexes for references and the results framework)****.*

|  |
| --- |
| **Project Title and Geographical Coverage** |
| *Short project title including name of countries/region in which the project will take place (maximum 80 characters)* |
|  |

|  |
| --- |
| **Project Summary** |
| *Summary of the project. Maximum 20 lines. Include objectives, target group(s), key stakeholders and**how the project contributes to relevant Sustainable Development Goals (SDGs).* |
|  |

|  |
| --- |
| **Project description**  |
| Background and context | *The background should provide the strategic justification for the project. It will include: Description of the context in which the project will operate; key challenges and opportunities within the spe­cific context; possible scenarios (if relevant); coherence with national, regional and/or international policies, strategies and priorities; synergies with other development initiatives including other Danish Government funded programmes; needs and constraints of the target groups.* ***Please provide the background and strategic justification for the project – including a brief description of key stakeholders.*** |
| Overall objective | *This is set by the Ministry of Foreign Affairs and is: to promote better protection and reduce the humanitarian impacts of climate change and promote resilience and social coherence among vulnerable groups, such as displaced populations and host communities, including preventing further displacement due to climate change.* |
| Intervention logic and key results | *Describe the intervention logic – what are the expected results at outcome and output level Please suggest possible indicators for outcomes and outputs. Please limit the number of outcomes (perhaps one per thematic area).* ***Please use the results framework format attached in Annex 7****.* |
| Main activities and time frame | *Describe the outcomes and the theory of change that applies to them. Include indicative activities. Show how the suggested activities are coherent with the expected results and also reflect the suggested methodological approach, including how cross-cutting/added value issues will be addressed (i.e. women, youth, climate and HRBA).* ***Please specify the extent and responsibility for each activity and its expected outputs and outcome – and use this also as the basis for budgeting (principle of output-based budgeting).*** |
| Applicants capacity to deliver the desired outcomes | *The applicant’s and potential partners’ experience with the thematic and geographical area and other relevant experience. Capacity to operate as a neutral, third-party conflict mediator in conflict prone and fragile environments. Capacity to administer sub-grants, where relevant.* ***Please include 1 reference per consortium partner for similar assignments, ideally relating to similar thematic areas and modalities. A suitable format is attached at Annex 8.*** *In addition,* ***please also specify the key personnel suggested and include short bios for these.*** |
| Implementation approach; organisation and management; M&E, Adaptation, Learning (MEAL) | *Describe the specific role and distribution of responsibilities between the lead applicant and potential partners (and possible sub-grantees) including key contributions. Describe overall project organisation and management; envisaged governance arrangements, MEAL system.* ***Please make a detailed description of the suggested monitoring and reporting procedures to report on progress and impact based on the chosen indicators.*** |
| Major risks and mitigating measures | *Describe key risks (contextual, programmatic and institutional) incl. risks related to potential negative impact of the action on cross-cutting issues (women, youth, human rights, climate, and also anti-corruption). Which mitigating measures will be taken?*  |
| Sustainability | *Describe the conditions and potential for sustaining and for scale-up, including how the project will affect the beneficiaries in the longer term. How can the development effects of the project be sustained?* ***Please elaborate on the prospects of sustainability of the various elements of the project and suggest possible exit strategies.*** |
| Project costs and financial management | *Present total project cost and expected contribution from Denmark at output level. Indicate if the project is supported by other donors (or if parts of possible non-eligible project costs are covered from outside sources). If sub-granting is to be used as part of the methodology, the amounts involved should be shown.* ***Please provide a budget specifying the expected costs of the suggested outcomes and outputs using the principle of output-based budgeting. Please also specify how you will ensure and report on cost-effectiveness. See also Annex 3 below.*** |

Annex 3: Budget

Guideline regarding budget can be found here: [Enkeltprojekter (um.dk)](https://um.dk/danida/samarbejspartnere/civ-org/adm-ret/tilskudsforvaltning/enkeltprojekter)

Annex 4: Lead applicant declaration

**The lead applicant, represented by the undersigned, being the authorised signatory of the lead applicant, and in the context of the present application, representing any co-applicant(s) and affiliated entity(ies) in the proposed action, hereby declares that:**

1. The lead applicant has the sources of financing and professional competence and qualifications needed to undertake the action.
2. The lead applicant is directly responsible for preparation, management and implementation of the action with the co-applicant(s)/partners, if any (including *duty of care* of involved employees), and is not acting as an intermediary.
3. The lead applicant and each co-applicant and affiliated entity are in a position to deliver, upon request, the following supporting documents: documentation of legal entity and statutes, and (only for the lead applicant) audited annual reports for the last two financial years; a copy of the latest profit and loss accounts.
4. The lead applicant and each co-applicant(s) and affiliated entity(ies) (if any) are eligible in accordance with the criteria set out under Section 1: Instructions for grant applicants.

We acknowledge that if the declarations or information provided prove to be false we may be subject to rejection from this procedure.

Signed on behalf of the lead applicant

|  |  |
| --- | --- |
| **Name** |  |
| **Signature** |  |
| **Position** |  |
| **Date** |  |

Annex 5: Application checklist

The checklist below can be used to pre-check the eligibility of the application.

|  |  |  |
| --- | --- | --- |
| 1. |  | The applicant and any partners are registered legal bodies  |
| 2. |  | The applicant and any partners are not be affected by any conflict of interest |
| 3. |  | All relevant sections of the Application Form are filled out and the application is within the prescribed page limit |
| 4. |  | The application includes relevant references |
| 5. |  | The application includes relevant bios for key staff |
| 6. |  | The application is dated and signed by the main applicant  |
| 7. |  | The applicant and any partners have proven experience from working within Kenya, Ethiopia and/or Somalia  |
| 8. |  | The applicant and any partners have proven experience from working with preparedness, resilience, early and anticipatory action, and interlinkages between climate change and displacement |
| 9. |  | A clear distribution of roles and tasks of the consortium has been described  |
| 10. |  | The applicant, including any partners, demonstrates that it applies conflict sensitivity, Do No Harm, and Duty of Care. |
| 11. |  | The applicant and any partners demonstrate trusted relationships national and local partners, including government authorities and civil society  |
| 12. |  | The applicant’s proposal has a clear intervention logic that clarifies the targeted change processes and the main assumptions  |
| 13. |  | The applicant’s proposal demonstrates a clear strategy for local capacity building, sustainability, and exit  |
| 14. |  | The main applicant and other involved partners are able to fully comply with Danida’s zero-tolerance policy towards corruption  |
| 15. |  | The applicant and any partners respects human rights as well as environmental legislation and core labour standards |
| 16. |  | The applicant’s proposal describes arrangements for sub-granting |
| 17. |  | The applicant’s proposal includes an output-based budget |

Annex 6: [How to develop a theory of change](https://amg.um.dk/-/media/country-sites/amg-en/bilateral-cooperation/guidelines-for-country-strategic-frameworks-programmes-and-projects/standard-annexes/annex-3-theory-of-change-scenario-and-results-framework.ashx)

(Ctrl+click to follow link)

Annex 7: Results framework template

**Introduction**

The template is intended to facilitate a uniform presentation of results frameworks. It is important to note that the framework provided will be indicative and the final framework will be agreed upon between the Ministry of Foreign Affairs and the successful applicant/lead partner in the case of a consortium. In line with principles of adaptive programming the results framework may also subject to adjustments and change throughout the implementation subject to agreement between the embassy and the partner.

**Building Blocks**

The results framework consists of a number of standard building blocks (see below), representing different levels of results monitoring.

The example below can serve as templates after adding or deleting building blocks according to the needs of the individual user.

Baselines and targets should be related (i.e. referring to the same indicator) and specific and measurable.

Guiding definitions:

**Output:** An output is the direct result of an activity. Characteristic: Fully controlled by implementing partner (e.g. number of persons trained, buildings constructed, guidelines produced)

**Outcome:** The use made of an output (= immediate result). Characteristic: Outside the immediate control of the implementer (e.g. refers to how training has affected the working procedures in an organisation, how the buildings are being used, or how the guidelines are applied in practice).

|  |  |
| --- | --- |
| Engagement |  |
| Engagement Objective |  |
| Impact Indicator | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention] |

|  |  |  |  |
| --- | --- | --- | --- |
| Baseline | Year | 2023 | [Situation prior to engagement activities] |
| Target | Year |  | [Intended situation by the end of engagement (phase)] |

|  |  |
| --- | --- |
| Outcome area | [Title of the outcome area] |
| Outcome |  |
| Outcome indicator |  |
| Baseline | Year | 2023 | [Situation prior to engagement activities] |
| Target | Year |  | [intended situation by the end of engagement (phase)] |
| Output |  |
| Output indicator | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention]  |
| Baseline | Year | 2023 | [Situation prior to engagement activity] |
| Target  | Year 1 |  | [Intended situation after first year of implementation] |
| Target | Year 2 |  | [Intended situation after two years of implementation]  |
| Target | Year 3 |  | [Intended situation after three years of implementation]  |
| Output | [Short-term result in the form of goods and services which result from an engagement activity] |
| Output indicator | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention]  |
| Baseline | Year | 2023 | [Situation prior to engagement activity] |
| Target  | Year 1 |  | [Intended situation after first year of implementation] |
| Target | Year 2 |  | [Intended situation after two years of implementation]  |
| Target | Year 3 |  | [Intended situation after three years of implementation]  |

Annex 8: Project references

|  |
| --- |
| **Project references** |
| Insert three recent references for similar projects implemented (or currently under implementation) by the main applicant: |

|  |  |
| --- | --- |
| **Reference No. 1** |  |
| Project title |  | Country/region |  |
| Name of client |  | Dates (start/end) |  |
| Project value mill. DKK  |  | Share implemented by applicant % |  |
| Consortium members |  |
| Description of Project (max 1/3 page) |  |
| Types of services pro­vided by applicant |  |
| Name, email and phone number of contact per­son |  |
| **Reference No. 2** |  |
| Project title |  | Country/region |  |
| Name of client |  | Dates (start/end) |  |
| Project value mill. DKK  |  | Share implemented by applicant % |  |
| Consortium members |  |
| Description of Project (max 1/3 page) |  |
| Types of services pro­vided by applicant |  |
| Name, email and phone number of contact per­son |  |