



## ELIGIBILITY AND CAPACITY ASSESSMENT

### CRITERIA AND SCORING

Annex B is a guide for scoring and assessing the EoI Annex 1. Applicants should not fill out the form in Annex B.

*The eligibility criteria* assess whether applicants are eligible for applying for a Strategic Partnership and can be confirmed or rejected by a simple yes or no. 100 percent compliance is required, and applicants who do not meet all the eligibility criteria will not be considered further. It is indicated where criteria are to be met by lead applicant only or by all applicants in a consortium.

The MFA will assess the submitted documentation, and if eligibility criteria are met, a capacity assessment is carried out.

*The capacity assessment* will be scored by applying an adapted version of the World Bank inspired rating scale 'LEADS', allocating scores from 1 (poor) to 5 (excellent). Hence, the minimum an organisation can score is 1 and the maximum is 5. To receive a satisfactory score, and for an applicant to be invited to submit a full proposal, each criterion needs a minimum score of 2 (Financial management minimum 3).

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

To score the capacity assessment, each criterion is broken down in sub-components with a weighted percentage. This means that each sub-component will receive a score of 1-5 and afterwards weighted with the respective percentage. The total score of the criterion will hence reflect the combined weighted scores of each sub-components. It is only the total score of the criterion that needs a minimum of 2 (Financial management minimum 3), i.e. it is possible to receive a score below 2 in sub-components, and still receive a satisfactory score for the criterion.



| PART B: ELIGIBILITY CRITERIA <sup>1</sup>  | Yes/No |
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| <b>Governance</b>  |        |
| <p><u>Applicants must:</u></p> <ul style="list-style-type: none"><li>• Be a civil society organisation operating on a non-profit basis with a registered office and activities in Denmark. This includes organisations engaged in international development, humanitarian organisations, trade unions, business member organisations, and faith-based organisations.</li><li>• Have approved articles of association.</li><li>• Have an independent governing board. <i>(If part of a larger international alliance, the board must be appointed by the organisation based in Denmark and it must be free and able to make independent decisions on strategic and operational issues.)</i></li></ul> |        |
| <b>Membership</b>  |        |
| <p><u>Applicants must:</u></p> <p>Have at least 300 contributing members or individual regular sponsors in Denmark either directly or (for umbrella organisations) through at least one of its membership organisations.</p>   |        |
| <b>Programme management and country presence</b>   |        |
| <p><u>Applicants must:</u></p> <p>Document a minimum experience managing humanitarian and/or development programmes totaling a budget of minimum 1 million DKK in at least two low income countries in Africa and/or prioritized crises. The presence must be current and have been on-going for at least the two preceding years (<i>consortium as a whole</i>).</p>  |        |
| <b>Budgetary volume</b>  |        |
| <p><u>Applicants must:</u></p> <p>Document prior management experience of development and/or humanitarian budgets (from MFA or other donors, which have been subject to reporting similar to what is required from MFA or CISU) in excess of DKK 15 million annually (average 2018-19 or equivalent fiscal years) (<i>consortium as a whole</i>)</p> <p><i>If the applicant is part of an international alliance, the applicant must have been fully accountable for the funding in question.</i></p>  |        |

<sup>1</sup> For applications by a consortium, each member of the consortium must meet the eligibility criteria.



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| <b>Audit reports</b>  |  |
| <u>Applicants must:</u><br>Have audit reports without substantial qualifications for the preceding two years (2018-19 or equivalent fiscal years).  |  |
| <b>Integrity &amp; solvency</b>   |  |
| <u>Applicants must:</u><br>Testify to and upon request document that it is <u>not</u> in any of the following situations (previous five years): <ul style="list-style-type: none"><li>• It is bankrupt, subject to insolvency or winding-up procedures, where its assets are being administered by a liquidator or by a court, where it is in an arrangement with creditors, where its activities are suspended, or where it is in any analogous situation arising from a similar procedure.</li><li>• It has been established by a final judgment or a final administrative decision that the applicant is in serious breach of its obligations relating to the payment of taxes or social security contributions in accordance with the law of the country in which it is established, or those of the country of the performance of the partnership.</li><li>• It has been established by a final judgment or a final administrative decision that the applicant is guilty of grave professional misconduct.</li><li>• It has been established by a final judgment that the applicant is guilty of fraud, corruption, money laundering, terrorist financing, child labour or other forms of trafficking in human beings.</li></ul> |  |
| <b>Anti-corruption</b>  |  |
| <u>Applicants must:</u><br>Have an anti-corruption policy in place.   |  |
| <b>SHEA and Code of Conduct</b>   |  |
| <u>Applicants must:</u><br>Have a SHEA policy and a Code of Conduct policy in place.  |  |
| <b>Complaints handling mechanism</b>  |  |
| <u>Applicants must:</u><br>Have a complaints handling and whistle blower mechanism in place.  |  |



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| <b>Core Humanitarian Standard</b>  |  |
| <p><u>Applicants must:</u></p> <p>Be verified, certified, in the process of either or commit to initiate such a process in the course of 2021, against the Core Humanitarian Standard.</p> <p><i>Specifically mandatory for organisations intending to engage in humanitarian action or in areas affected by armed conflict.</i></p> |  |

| PART C – CAPACITY ASSESSMENT <sup>2</sup> |  | Score 1 - 5  |
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|   | <b>Capacity for analysis, learning and innovation</b>  |  |
|   | <p><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 development of new methodologies, strategies and systems. Have experience with developing and applying innovative approaches, methodologies, technologies and knowledge products, including taking these to scale across programmes and contexts.</p> <p>Applicants proposing activities in areas affected by conflict and recurrent natural disaster must demonstrate capacity in the above areas to work effectively across the humanitarian/development nexus.</p> <p><u>The assessment of the criteria will include:</u></p> <ol style="list-style-type: none"> <li>1. Policies, guidelines and methodologies in place and utilised for ensuring sufficiently solid context and stakeholder analysis as a basis for programme design, planning and innovation. Policies, guidelines and methodologies in place and utilised for risk management systems covering both analysis and development of strategies for mitigation of contextual, programmatic and institutional risks. (<i>Weighted score 40%</i>)</li> <li>2. Learning and knowledge management systems in place for continuous and deliberate generation of evidence-based learning from programme implementation (including learning from failures/non-achievements), reviews, capacity assessments, evaluation and research.</li> </ol> | <p><u>Basis for assessment:</u></p> <ul style="list-style-type: none"> <li>• Submitted Application Form</li> <li>• Referral to 3 specific cases providing recent examples</li> <li>• Assessments (or equivalent) from relevant departments and representations in the MFA, and (where relevant) from other donors with a recent, substantial funding engagement with the applicant.</li> </ul> |

<sup>2</sup> For applications by a consortium, the assessment of standards for applications will be for the consortium as a whole but with relevant contributions from all consortium members (excluding financial management which will be for the lead applicant).



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|  | <p>Evidence showing the systematic use for adapting to a changing context and needs and when renewing engagements. (<i>Weighted score 40%</i>)</p> <p>3. Documented experience with developing and applying innovative approaches, methodologies, technologies and knowledge products, including taking these to scale across programmes and contexts. (<i>Weighted score 20%</i>)</p>  |  |
|  | <b>Delivering and documenting results</b>   |  |
|  | <p><u>Applicants must:</u></p> <p>Demonstrate a rights-based approach. Demonstrate ability to deliver and document results at outcome level in a cost-effective manner. Applicants proposing activities in areas affected by conflict and recurrent natural disaster must demonstrate capacity to deliver results in working effectively across the humanitarian/development nexus.</p> <p><u>The assessment of the criteria will include:</u></p> <ol style="list-style-type: none"><li>1. Policies/strategies in place for a rights-based approach. (<i>Weighted score 20%</i>)</li><li>2. 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 systems for results based management (incl. relevant and verifiable outcome and impact-level indicators) and learning in place and utilised for planning, implementing, monitoring and reporting on results. (<i>Weighted score 50%</i>)</li><li>3. Documented approach to value-for-money considerations to inform decisions with budgetary implications during programme implementation with the aim to ensure a reasonable balance between goal achievement and actual costs. (<i>Weighted score 30%</i>)</li></ol> | <p><u>Basis for assessment:</u></p> <ul style="list-style-type: none"><li>• Submitted Application Form</li><li>• Existing results framework, reviews, and evaluation reports, etc.</li><li>• Referral to 2 specific cases providing recent examples</li><li>• Assessments (or equivalent) from relevant departments and representations in the MFA, and (where relevant) from other donors with a recent, substantial funding engagement with the applicant.</li></ul> |



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|  | <p><b>Organisation and human resources</b></p> <p><u>Applicants must:</u></p> <p>Organise and develop human resources in a manner which optimizes the development effectiveness of the organisation, through maintaining a satisfactory and continuous internal level of professional competency and technical capacity, managed at the appropriate levels.</p> <p><u>The assessment of the standard will include:</u></p> <ol style="list-style-type: none"><li>1. Strategies and systems in place and utilised for recruitment and career development/staff retention to underpin main intervention areas. (<i>Weighted score 15%</i>)</li><li>2. Organisational structure in place to reflect sufficient technical and managerial expertise in place for planning, implementing, monitoring, learning, adaptation if relevant and documenting results of the overall programme portfolio. (<i>Weighted score 35%</i>)</li><li>3. Systems and practices in place that ensures quality assurance, accountability and transparency. (<i>Weighted score 35%</i>)</li><li>4. Strategy and goals for environmental footprint. (<i>Weighted score 15%</i>)</li></ol> | <p><b><u>Basis for assessment:</u></b></p> <ul style="list-style-type: none"><li>• Submitted Application Form</li><li>• Organigram</li><li>• Strategy for environmental footprint (or equivalent)</li><li>• Assessments (or equivalent) from relevant departments and representations in the MFA, and (where relevant) from other donors with a recent, substantial funding engagement with the applicant.</li></ul> |
|  | <p><b>Financial management</b></p> <p><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 MFA grants.</p> <p><u>The assessment of the standard will include:</u></p> <ol style="list-style-type: none"><li>1. Systems and procedures in place, functioning and adhered to, for internal financial and administrative control systems. (<i>Weighted score 35%</i>)</li><li>2. Systems, procedures and capacities in place and utilised to assess and monitor financial performance of partners and to prevent, disclose and actively follow up on financial irregularities. (<i>Weighted score 35%</i>)</li><li>3. Implementation of anti-corruption policy including training and ensuring implementation including at partner level. (<i>Weighted score 30%</i>)</li></ol>  | <p><b><u>Basis for assessment:</u></b></p> <ul style="list-style-type: none"><li>• Submitted Application Form</li><li>• Inspections, review- and audit reports</li><li>• Assessments (or equivalent) from relevant departments and representations in the MFA, and (where relevant) from other donors with a recent, substantial funding engagement with the applicant.</li></ul>                                    |



| <b>Partnership Approach</b>  |  |
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| <p><u>Applicants must:</u></p> <p>Demonstrate a satisfactory approach to working with local partner organisations in the global South. Satisfactorily describe how the organisation work with transfer of funds, ownership and leadership to partner organisations in the global South. Demonstrate approach to reinforce the diversity of local partners and local partners' ownership and leadership in program design and implementation.</p> <p><u>The assessment of the standard will include:</u></p> <ol style="list-style-type: none"><li>1. Approach to working with local partner organisations in the global South including a description of accountability mechanisms, transfer of ownership and leadership and partners' involvement in program design and implementation. (<i>Weighted score 70%</i>)</li><li>2. Approach to and relevant track record of working with partner organisations at various levels, authorities and other drivers of change, including non-formalized actors, such as community-based networks, local committees, social movements, women and youth groups. (<i>Weighted score 30%</i>)</li></ol> | <p><b><u>Basis for assessment:</u></b></p> <ul style="list-style-type: none"><li>• Submitted Application Form and partner definition in Annex C</li><li>• Organisational strategy on partnership approach and localisation</li><li>• Referral to 2 specific cases providing recent examples</li><li>• Assessments (or equivalent) from relevant departments and representations in the MFA, and (where relevant) from other donors with a recent, substantial funding engagement with the applicant.</li></ul> |