

**Review**  
**of**  
**Disabled People's Organisation Denmark**

**Final Version**

**HN Consultants ApS for HCE, February 2023**

## Table of Contents

|  |            |
|--|------------|
| <b>EXECUTIVE SUMMARY</b> .....                               | <b>III</b> |
| <b>1. INTRODUCTION</b> .....                                 | <b>1</b>   |
| <b>2. GOVERNANCE STRUCTURE AND RESULTS</b> .....             | <b>2</b>   |
| 2.1. OVERALL STRATEGIC LEVEL .....                           | 2          |
| 2.2. DISABILITY FUND STRUCTURE AND SET-UP .....              | 2          |
| 2.3. RELEVANCE OF SUPPORT MODALITIES .....                   | 3          |
| 2.4. GUIDELINES, PROCEDURES AND CAPACITY DEVELOPMENT .....   | 4          |
| 2.5. MEL.....  | 5          |
| 2.6. RISK MANAGEMENT, FRAGILE CONTEXT AND OTHER ISSUES ..... | 7          |
| 2.7. ORGANISATIONAL RESULTS DELIVERY .....                   | 9          |
| 2.8. PARTNERSHIPS & ORGANISATIONAL LEARNING.....             | 10         |
| 2.9. RESULTS IN THE GLOBAL SOUTH .....                       | 11         |
| 2.9.1. <i>Rwanda</i> .....                                   | 11         |
| 2.9.2. <i>Nepal</i> .....                                    | 13         |
| <b>3. POPULAR ENGAGEMENTS AND COMMUNICATIONS</b> .....       | <b>15</b>  |
| 3.1. COMMUNICATION AND ENGAGEMENT.....                       | 15         |
| 3.2. POPULAR ENGAGEMENT.....                                 | 17         |
| <b>4. FINANCIAL MANAGEMENT</b> .....                         | <b>19</b>  |
| 4.1. ORGANISATIONAL AND FINANCIAL MANAGEMENT SET-UP .....    | 19         |
| 4.2. COMPLIANCE AND INTERNAL CONTROLS.....                   | 20         |
| 4.3. BUDGET MANAGEMENT .....                                 | 20         |
| 4.4. FINANCIAL REPORTING AND MONITORING .....                | 22         |
| 4.5. AUDIT, VALUE FOR MONEY AND COST EFFICIENCY.....         | 23         |
| 4.6. ANTI-CORRUPTION AND POLICY COMPLIANCE.....              | 24         |

### ANNEXES:

Annex 1: Terms of Reference for the Review and Capacity Assessment

Annex 2: Persons interviewed and consulted

Annex 3: Extracts from survey among DPOD staff

Annex 4: Survey among Member Organisations regarding the Disability Fund.

Annex 5: Additional information regarding the RT's visit to Rwanda.

Annex 6: Additional information regarding the RT's visit to Nepal.

Annex 7: Financial management

Annex 8: Input regarding results framework

Annex 9: Newsletter subscribers - Internationalt Nyt fra DH

Annex 10: Information work grants 2019-2022

## Acronyms

|         |   |
|---------|---|
| AMG     | Danida Aid Management Guidelines  |
| BPS     | Blind or Partially Sighted  |
| CISU    | Civil Society in Development  |
| CKU     | Centre for Church-based Development   |
| CoA     | Chart of Accounts   |
| CRPD    | Convention on the Rights of the Persons with Disabilities                             |
| GLAD    | Global Action on Disability   |
| DAB     | Danish Association of the Blind   |
| DDL     | Danish Deaf Association   |
| DF      | Disability Fund   |
| DHF     | Danish Association of the Physically Disabled (DHF)                                   |
| DIC     | Department for International Cooperation (DPOD department)                            |
| DPOD    | Disabled People's Organisations Denmark   |
| EFA     | Education for All (project in Rwanda)   |
| FFO     | Norwegian Federation of Organisations of Disabled People                              |
| GC      | Grants Committee  |
| HCE     | Department for Humanitarian Action, Civil Society and Engagement (HCE)                |
| HRBA    | Human Rights Based Approach   |
| HUM-DEV | Humanitarian-Development Nexus  |
| IAS     | International Aid Services  |
| IDA     | International Disability Alliance   |
| IDDC    | International Disability and Development Consortium                                   |
| IEC     | Information Education Communication   |
| Lev     | Lev - Inclusion Denmark   |
| LFA     | Logical Framework Approach  |
| LNOB    | Leave No One Behind   |
| MFA     | Ministry of Foreign Affairs   |
| MO      | Member Organisations  |
| NAB     | Nepal Association of the Blind  |
| NFDN    | National Federation of the Disabled   |
| NOUSPR  | National Organisation of User and Survivors of Psychiatry in Rwanda                   |
| NUDOR   | National Union of Disability Organizations of Rwanda                                  |
| OPD     | Organisation of Persons with Disabilities   |
| PFPID   | Parents Federation of Persons with Intellectual Disabilities                          |
| PSHG    | Parent Self-Help Group  |
| PSEAH   | Protection from Sexual Exploitation, Abuse and Sexual Harassment                      |
| PWD     | Persons with Disabilities   |
| RT      | Review Team   |
| RM      | Rural Municipality  |
| RNUD    | Rwanda National Union of the Deaf   |
| RUB     | Rwanda Union of the Blind   |
| SDG     | Sustainable Development Goals   |
| SUMH    | Sammenslutningen af Unge med Handicap – Danish Association of Youth with Disabilities |
| TOR     | Terms of Reference  |
| UN      | United Nations  |
| UPR     | Universal Periodic Review   |

## EXECUTIVE SUMMARY

### 1. Background

The MFA annually provides DKK 43.5 million to support DPOD's Global Disability Programme through its Department for Humanitarian Action, Civil Society and Engagement (HCE). DPOD manages the Global Disability Programme, including a Disability Fund (DF) on behalf of the Ministry, which enables Danish disability organisations to enter into partnerships with sister organisations in the Global South. The DF is worth approximately DKK 29 million, and according to MFA instructions up to 20% of the total grant of DKK 43.5 million may be spent by DPOD on underpinning activities. DPOD spends approximately 13% of the total grant on such support to umbrella organisations in the Global South, advocacy to advance the mainstreaming of disability within Danish development assistance, as well as global engagement, in addition to managing the Disability Fund (including capacity-building and advisory services). The MFA reviewed the assistance provided to DPOD in 2018. A Review Team (RT) of external consultants was engaged by the MFA in January 2023. This report presents the RT's findings and recommendations.

The *overall objective* of the review is to assess DPOD's capacity and performance in delivering results under its HCE grant. Emphasis is to be placed on the role of DPOD as a responsible, accountable and efficient fund manager, including its ability to facilitate projects that deliver sustainable results in the Global South through activities implemented in partnership between Danish grant holders and local partners. The Terms of Reference's scope of work includes three areas: (i) governance structure and organisational results delivery; (ii) popular engagement and communications; and (iii) financial management. This report is structured along the lines of these three areas.

### 2. Governance structure and results

Overall, the RT considers the set-up to be good and well-managed. It found that the DPOD's strategic framework is clear, relevant and focuses on three objectives:

- (i) *Strengthening Disability Organisations in the Global South*: DPOD's own partnerships (umbrella organisations in Rwanda, Nepal and Ghana) and support to DPOD member organisation projects financed by the Disability Fund (DF);
- (ii) *Engagement of Danish MOs, including advisory services, capacity-building and quality assurance, as well as efforts to get more people involved*, including innovative types of volunteerism; and
- (iii) *Increased inclusion of persons with a disability* by mainstreaming of disability as an issue in Danish development assistance, among Danish development stakeholders and when considering humanitarian aid.

The DF includes a Grants Committee (GC), with the participation of representatives from three Disability Organisations and three external persons. It is presided by the DPOD deputy chairperson. The Grants Committee takes decisions regarding DF projects. If they so wish, the DPOD Department for International Cooperation provides advice to MOs before they submit their application. Externally recruited 'granting consultants' assess and score the proposals and submit recommendation notes to the GC, which takes final decisions as regards scores. Comprehensive guidelines for applicants, consultants and GC members are in place. They have been adjusted several times and are currently being updated to reflect changing practices in the number of annual funding windows, financial ceilings for certain modalities and the increasing competition for funds between MOs.

While the RT commends DPOD for its overall management, a discussion of a programme modality could be relevant to ensure longer term planning and partnerships in the DF. Under the current scheme, some of the larger MOs envisage they will have difficulties carrying out long-term capacity development of partners while maintaining key staff in the Global South, as the unpredictability of having a project approved becomes more apparent. At the same time, support to smaller, up-and-coming MOs should be protected.

The RT noted that the new results framework has been developed and the format for it has been updated since the last MFA review. It has a logical structure around three spheres of control, influence and interest (respectively output, outcome and impact level). A key aim has been to bring the role of DPOD more to the forefront. The output level reflects DPODs supportive role in relation to the three overall goals. At outcome level, additional indicators have been added in the areas of organisational development and advocacy to capture the role of the disability umbrellas supported in the Global South.

The overall results framework for the Global Disability Programme (including the DF) does not have a clear baseline, specific indicators and targets as is usually the case with Danida results frameworks. This is similar to other fund facilities and the argument here is that this is a fund covering many different projects which do not necessarily share common targets. The RT understands this argument and notes that almost all DF projects work in three areas: empowerment, organisational development and advocacy, thus already matching existing outcome indicators in the DPOD Results Framework. The RT finds that DPOD may consider to reflect these three areas more in its reporting in order to illustrate the work of the DF – without these three areas becoming a “straightjacket” for MOs (see annex 8). The upcoming Annual Report 2022 will indicate whether the focus on outcome harvesting, and the presented indicators are enough to provide the relevant data; otherwise DPOD may consider amending a few of the indicators.

DPOD provides quality assurance of the ToR for capacity assessment of the most active MOs. Notwithstanding, it is the MOs responsibility to apply for funding from DPOD and contract the consultant(s) needed.

DPOD also ascertains quality assurance of ToR for external evaluations of MO projects receiving resources from the DF. However, each MO must contract evaluators. The RT noted that either mid-term evaluations or formal evaluations had been carried out for the relevant projects visited in Rwanda and Nepal. However, DPOD’s own projects in Rwanda and Nepal have not had an external evaluation as planned in the previous phase. In the case of the former, an evaluation should have been carried out in 2022, according to DPOD partner contracts and guidelines.

The RT noted that DPOD and MOs could collaborate more on strategic issues, such as the upcoming CRPD processes; joint analysis of current legislation on disability in priority countries, policies and follow-up on the Global Disability Summit<sup>1</sup>; advocacy; in-country fundraising and donor analysis; and any other matters that may be discussed in country groups, both in Denmark and at country level.

The RT noted that DPOD has increased international and national policy activities in recent years. Examples include the DPOD’s work as deputy chair of the International Disability and Development Consortium (IDDC); support to the International Disability Alliance; and specific support to partners through the Bridge CRPD-SDG<sup>2</sup>s training programme. DPOD has also encouraged the MFA to be more active regarding disability in development. During the Global Disability Summit 2022, Denmark committed itself to “*support coalition-building between OPDs*

---

<sup>1</sup>The RT learnt that both MOs in the North and South could benefit from obtaining information on context analysis, including legislation in the countries that the DPOD and its MOs operate in.

<sup>2</sup> Convention on the Rights of Persons with Disabilities.

*and mainstream organisations, in order to promote the leadership of persons with disabilities by facilitating a strategic dialogue between Disabled People's Organisations Denmark (DPOD) and CSOs that have a strategic partnership agreement with the MFA".* The RT also noted that several of the MOs considered that they could contribute more to promote mainstreaming of disability in development work, as they have considerable experience regarding project implementation. The mainstreaming efforts can be done jointly with DPOD and MOs. DPOD has held meetings with some SPAs (e.g., Danish Refugee Council, Oxfam IBIS, Red Barnet) and is planning meetings with other key stakeholders.

The RT visited two countries, Rwanda and Nepal, in order to assess the results of DF and DPOD support. In *Rwanda*, DPOD has had two engagements with umbrella organisations. The previous project focused on creating six model schools which are accessible and dedicate resources to children with disabilities. The RT visited one of the schools and noted impressive results among the children, who were attended to by specialized teachers. Advocacy has been carried out at national level to promote a more inclusive education system. Some regular schools in the surrounding areas of the model schools have been inspired to train teachers and become more accessible. However, the extent to which it may (or not) be possible to replicate the model to other schools was not fully analysed. A second, new engagement with the umbrella organization in Rwanda is focused on changing its role. Currently, it is implementing projects for seven donors. However, with technical assistance from DPOD, it is now considering to transfer those projects funded by other donors to its MOs and focus on advocacy in areas such as education and health, while boosting MO capacity to manage the projects. The RT finds this highly relevant.

DPOD member organisations (MOs) and sister organisations In *Nepal*, DPOD has partnered with the national umbrella organisation on organisational development and advocacy in several consecutive projects. Advocacy efforts have influenced formulation of the Nepal Constitution to explicitly mention the rights of persons with disabilities. DPOD has supported the development of a devolved structure of the umbrella organisation so as to strengthen the disability movement at provincial level. The RT visited one provincial structure and saw an example of a very well-functioning organisation. The current project focus is to further develop capacity in the provinces, as well as strengthen data and advocacy on national level. Delays – mostly due to Covid-19 pandemic – have slowed down progress of the current project.

The RT also visited a *sample of projects financed by the DF* and implemented in a partnership between in both countries. These projects focus on stimulating empowerment, organizational development and advocacy, for example regarding inclusive education. In general, the projects visited were considered to be very relevant and meaningful, with a clear initial impact on the lives of persons with disabilities. It will be important to follow up on the sustainability of the organisations and their activities. Examples from these projects are described in the annex.

### **3. Popular engagement and communications**

The DPOD's capacity to communicate externally is very high and has proven to be agenda-setting on disability issues in Denmark. In order to transfer this capacity to its international development plans, DPOD increased the focus on this area in 2022, and intends to implement new initiatives, including the rethinking of its international newsletter, which currently reaches 676 subscribers every month. MO capacity is mixed and can be improved with support from DPOD. However, in the period 2019-2022 a total of 42 projects receiving grants from the Disability Fund or communication-specific projects included information work. MOs not previously engaged in international development cooperation generally lack knowledge and resources to get started. However, DPOD is developing an engagement strategy that aims at providing new and diverse opportunities for engagement.

#### 4. Financial management

Overall, financial management systems in DPOD are well organized and comply with MFA regulations and requirements in the area of financial management. The RT finds that DPOD financial monitoring of and support to partners is satisfactory. DPOD has developed and implemented policies to mitigate risks regarding corruption, sexual exploitation, abuse and harassment. The RT has calculated that over 60% of DF are grants transferred to independent partners, including Danish MOs and partners in the Global South, which is satisfactory.

DPOD has upgraded its financial management system and is considering implementing a new case management system which could allow it to take important steps towards more efficient and transparent work processes in the administration of the DF, for the benefit of local partners, MOs and DPOD itself. Together with the relatively new strategy and results framework, this provides a timely opportunity for improving financial management. DPOD should adjust the Charts of Accounts to include a segment allowing for linkage of financial transactions with outcomes in the new results framework. Also, DPOD should make improved use of organisational audits of partner organisations and focus such audits on performance and value-for-money aspects. Finally, DPOD should prepare an adjusted financial statement to better demonstrate how DPOD is spending resources received from the Global Disability Programme.

#### 5. Conclusions and recommendations

DPOD has good capacity to manage the DF. It has prepared guidelines that are in general adequate, and likewise has in place an adequate M&E system. Further, DPOD provides good quality advisory services to member organisations. Several of these, especially those with less communication or contact with the DF, consider DPOD's support to be key in maintaining their engagement regarding development work. On the other hand, those organisations with considerable engagement find that the current set-up could be adjusted to ensure long-term capacity-building among partners.

*Recommendation 1: DPOD to engage in dialogue with MOs regarding a programme modality. DPOD may consider to establish: i) an ad-hoc committee with DPOD representatives and three or four large and small MOs to assess pros/cons and propose a workable model; ii) condition: ringfencing an amount for the smaller "users" (meaning all but four organisations and for potential new member organisations not currently involved.)*

*Recommendation 2: The Results Framework should be further streamlined and presented along the lines of (i) empowerment; (ii) organizational development; and (iii) advocacy. It should include a focus on financial sustainability as part of organisational development. (Annex 8 provides inputs regarding this recommendation)*

*Recommendation 3: DPOD, not MOs, should hire consultants to carry out capacity assessments of the MOs.*

*Recommendation 4: DPOD should adhere to its own guidelines regarding Monitoring and Evaluation (e.g. external evaluations should be carried out). DPOD should share learning from these with MOs and others.*

*Recommendation 5: Promote strategic synergy and coherence between DPOD and MOs: in priority countries, DPOD should increase sharing information and promote joint activities with Danish MOs and encourage partner umbrella organisations to do the same with its MOs on strategic issues such as:*

- *joint analysis of legislation/disability policies in the Global South to be shared with MOs in the North and South;*
- *joint or coordinated fundraising in the Global South and North;*
- *joint and shared information and/or activities on global advocacy processes, including CRPD and UPR;*

- DPOD may encourage Global South umbrella organisation partners to share context analysis with MOs in the Global South and North (e.g., through country groups in the Global North);
- DPOD should present the contents of its own projects to Danish MOs and the Grant Committee.

*Recommendation 6: In line with the current Policy Programme, DPOD should continue to prioritise mainstreaming by reaching out every year to key stakeholders, including the MFA and three or four SPA organisations. DPOD should:*

- *Dialogue with the MFA to follow-up on the MFA's commitments on mainstreaming.*
- *Coordinate with – and ensure involvement of – relevant and interested MOs prior to relevant meetings/ activities related to mainstreaming, in order to ensure that MO engagement and experience is used.*
- *Continuously develop capacity on mainstreaming in relation to the HUM-DEV nexus in fragile contexts.*

*Recommendation 7: DPOD should differentiate advisory services of member organisations to meet different forms of engagement. An engagement strategy is useful if grounded among active MOs, including those expected to be active shortly. This could be done, for example by:*

- *Ensuring capacity and provision of adequate support on volunteer engagement and leadership within DPOD*
- *Different engagement opportunities for MOs, provided via the Global Disability Programme (e.g., “Discover” missions, episodic engagement, engagement via other MO or DPOD)*

*Recommendation 8: DPOD should, in collaboration with MOs and partners, prepare a study for the purpose of improving precision in the reporting of budgets and expenditure against the outcomes of the Global Disability Programme and especially the DF results. One of the actions to be considered is that DPOD should add an outcome segment to the Uniconta CoA, where such a segment should be populated by outcomes found in the results framework of the Global Disability Programme. If DPOD implements a new grant management system, the digital workflow in the grant management cycle should link application budgets to outcomes under the Global Disability Programme. Likewise, if grant application is successful, and when digitally possible, financial reporting should equally be linked to outcomes.*

*Recommendation 9: DPOD should adjust the way in which it presents the overall DPOD financial statement, in an effort to improve the transparency of its interrelation with the Global Disability Programme. The RT recommends two alternatives, or a combination thereof:*

- *DPOD could bring all spending under the Global Disability Programme into the income statement (as DPOD is overall accountable to MFA and as was done before 2020) and present an improved overview of the composition of spending of the Global Disability Programme; or*
- *Improve the notes in the DPOD financial statement so it is easier to understand how the income statement is impacted by the administration of the Global Disability Programme, including the DF, and how corresponding revenue and costs are calculated, including a multiannual table explaining the dynamics of the administration of the Global Disability Programme and the total grants received from MFA.*

*Recommendation 10: DPOD to consider adjusting financial management policies to i) make use of existing statutory audits (adjusted when necessary due to issues of periodicity) whenever deemed possible; and ii) make use of local auditors to carry out Performance and Compliance audits, in order to:*

- *minimize transaction costs and the burden borne by beneficiary institutions; and*
- *focus on Performance and Compliance issues rather than standard financial audits on those occasions when the statutory audit meets MFA requirements.*

The RT noted that several MOs had comments regarding the recommendations. Some of them have been included, but others have not, as the RT find these are matters that should instead be discussed between DPOD and MOs during the follow-up on the recommendations made herein.



## 1. Introduction

The MFA annually provides DKK 43.5 million to support DPOD's Global Disability Programme through its Department for Humanitarian Action, Civil Society and Engagement (HCE). DPOD manages the Global Disability Programme, including a Disability Fund (DF) on behalf of the Ministry, enabling Danish disability organisations to enter into partnerships with sister organisations in the Global South. The DF is worth approximately DKK 29 million, and according to MFA instructions up to 20% of the total grant of DKK 43.5 million may be spent by DPOD on underpinning activities. DPOD spends approximately 13% of the grant on these underpinning activities. The MFA reviewed the assistance provided to DPOD in 2018. A Review Team (RT) of external consultants was engaged by the MFA to carry out a review in February 2023.

The *overall objective* of the review is to assess DPOD's capacity and performance in delivering results under its HCE grants. Emphasis is to be placed on the role of DPOD as a responsible, accountable and efficient fund manager, including its ability to facilitate projects that deliver sustainable results in the Global South through activities implemented in partnership between Danish grant holders and local partners. The Terms of Reference's scope of work includes three areas: (i) governance structure and organisational results delivery; (ii) popular engagement and communications; and (iii) financial management. This report is structured according to the three areas.

The review included an **inception phase**, a **data collection phase** in Denmark and in a sample of countries (Rwanda and Nepal), as well as a **reporting phase**. As for the **selection of countries**, DPOD had suggested Rwanda and Nepal, which coincided with the countries suggested by the RT. In Rwanda and Nepal, it is possible to study both DPOD's underpinning activities as well as those of their member organisations.<sup>3</sup> During the **inception phase** there were meetings with DPOD DIC (Department for International Cooperation), MFA staff (FRU, HCE), as well as with programme and financial management staff from the five DPOD Member Organisations (MOs) active in the two selected countries (Danish Association of the Blind, Danish Deaf Association, LEV, SIND Mental Health and the Danish Association of Youth with Disabilities). A desk study was prepared, and projects were chosen for further study. The **data collection phase** focused on the following:

- **Results and partnerships:** Visits to Rwanda and Nepal, where semi-structured interviews took place with i) relevant DPOD staff in both countries; ii) leaders of partner organisations; iii) programme and financial management partner staff; iv) authorities; v) rights-holders; and vi) other donors and/or informants. The projects included DPOD's support to umbrella organisations.
- **Delivery of results (policy level):** Interviews with informants from Danish and international networks in which DPOD is active.
- **Capacity development:** Meetings with member organisations, including a brief survey/self-assessment of capacity at HQ level.
- **Guidelines, procedures, support modalities:** Interviews with MOs, as well as holding a survey among them regarding their assessment of the current set-up, procedures, and engagement in development countries. A few MOs with no projects were also selected for interviews.

Regarding **reporting**, a debriefing meeting was held with representatives of the MFA and DPOD. Subsequently, this draft report was prepared for comments. The RT wishes to thank DPOD, MFA and all interviewees for sharing their views and information. The findings and recommendations are the sole responsibility of the RT and are not necessarily shared by the MFA.

---

<sup>3</sup> DPOD has partnerships with umbrella organisations in three countries (Rwanda, Ghana and Nepal). Ghana was visited during the last review.

## 2. Governance structure and results

### 2.1. Overall strategic level

DPOD has 35 member organisations, 97 branches and more than 1,000 volunteers. The DPOD Board of Representatives appoints an Executive Committee that is responsible for activities between Board meetings. DPOD has four strategic layers for its international work.

- A yearly strategic update (“Strategisk Oplæg”)
- A strategic framework, including results framework (currently 2022-25)
- Strategic Foundation and Theory of Change for Danish Disability Movement
- DPOD’s Strategy & Action Plan (2022-2025).

Together these elements form the Global Disability Programme 2022-25. At a **strategic level**, the RT finds that DPOD’s framework for the Global Disability Programme 2022-25 is clear, highly relevant and focuses on:

- *Strengthening Disability Organisations in the Global South*: DPOD’s own partnerships (umbrella organisations in Rwanda, Nepal and Ghana) and support to DPOD member organisation projects financed by the Disability Fund (DF).
- *Engagement of Danish MOs*, including an effort to get more people and organisations involved by means of capacity building, advisory and communication etc.
- *Increased inclusion of persons with a disability* by mainstreaming in Danish development assistance, among Danish development stakeholders and when considering humanitarian assistance. This includes underpinning engagements on disability issues such as advocacy in the Danish Parliament and towards internationally engaged Danish NGO’s.

DPOD’s engagement at global level underpins all elements of the Global Disability Programme. Engagement in global networks and fora such as International Disability Alliance (IDA), International Disability and Development Consortium (IDDC), the Global Action on Disability (GLAD) network (where DPOD participates through IDDC), the Global Disability Summit and the Nordic network serve as a foundation and feed into the various focus areas of the Global Disability Programme. Section 2.7. provides additional information.

The Global Disability Programme is first and foremost of very high **relevance** for the promotion of the Convention on the Rights of Persons with Disabilities (CRPD) and Leave No One Behind (LNOB). It contributes to UN Sustainable Development Goals (SDGs). The activities carried out are important for most SDGs (1-11, 16-17<sup>4</sup>); including support to inclusive education and a long-term haul to reduce inequalities and poverty for persons with disabilities. Likewise, it is very relevant to the Danish Strategy for Development Cooperation 2021-2025, particularly the sections on democracy and human rights, as well as an emphasis on Danish leadership regarding rights.

### 2.2. Disability Fund Structure and set-up

**Do the governance structures for fund management enable effective and accountable governance for achieving results?**

**The DF** is organised with a Grants Committee (GC), which is composed of six members. The GC is presided by DPOD’s deputy chair/chairperson, with three external members drawn from other Danish development actors, as well as two members representing MOs. The Grants Committee takes decisions regarding the DF

---

<sup>4</sup> DPOD’s own interventions contribute to especially SDG 1, 4, 8, 10, 11 and 16.

projects. The DPOD Department for International Cooperation provides advice to MOs, if they wish, before they submit their application. Externally recruited ‘granting consultants’ assess and score the proposals and submit recommendation notes to the GC, which takes final decisions based on scores. Comprehensive guidelines for applicants, consultants and GC members are in place. They have been adjusted several times and are currently being updated to reflect changing practices in scoring (LEADS 1-5), the number of annual funding windows, funding limits for certain modalities and the increasing competition for funds between MOs.

**Box 1: DPOD’s point system: tight decisions when the DF is under pressure.**

The Grants Consultants score a proposal within five criteria (relevance, partnership, intervention, sustainability and budget/cost) and 14 sub-criteria under those. The point system for scoring the various levels goes from “weak” to “comprehensive” indication that supports each of the criteria.

In the latest round of applications (December 2022), all projects were assessed to qualify for funding. However, due to pressure on the DF, three projects which received scores of 57, 57 and 56 points received funding, while another three projects whose scores were 55, 52 and 52 points did not. One project that received 51 points was approved and received funding, as it was possible to finance it within the ceiling.

The point system will be evaluated over the coming months. While it is not an “exact science”, the RT finds that the Grants Consultants are doing what they are requested to do.

In general, the set-up structure is adequate. However, user satisfaction could be higher, as seen in the survey carried out by the RT. Three of 13 MOs agree, 8 partly agree and 2 disagree that the Disability Fund works well and should not be changed. As one MO put it: *“The increased competition regarding the DF funds makes collaboration, knowledge sharing and innovative thinking harder”*.

In addition, increased competition in the DF means that more “conflict of interest” situations arise in the GC. GC members representing MOs cannot partake in the assessment of their own applications. In addition, an MO representative, cannot be the lead GC member on the assessment of other MOs applications, if their own MO/employer has submitted an application in the same round, as they are thus in direct competition. When “conflict of interest” situations arise, it means a heavier workload for the remaining GC members. To avoid such a situation, the GC may encourage those MOs who have less project applications to join it. A more drastic solution would be to externalise the GC; i.e. substitute MO representatives with external persons with relevant expertise and possibly have a separate “MO committee” to provide inputs to the GC. However, the RT notes that part of the value of the set-up is the involvement of the MOs in the discussions.

*Good advice: regarding ineligibility to the Grant Committee: Encourage those MOs that have few DF projects to participate.*

**2.3. Relevance of support modalities**

The RT finds that the DF set-up has in general been managed very professionally and has worked well. The DF offers several modalities for both smaller B1 (below DKK 500.000), medium B2 (DKK 500,000 – 3 million) and large B3 (3-6 million) projects. The increasing demand for funding means that the B3 ceiling had to be reduced from DKK 18 million to DKK 6 million and up to DKK 8 million for projects comprising several organisations. While in 2019 and 2021 the demand for funding made through applications ‘worthy of support’ were only slightly higher than the amount available, in 2022 demand has been considerably higher (DKK 41.5 million, with DKK 29.7 million available for projects which met the criteria). For 2023, the estimated demand stands at approximately DKK 50 million, which will result in enhanced competition

between MOs. DPOD and 14 (fourteen) MOs are engaged in activities under the Global Disability Programme, although the bulk of DF projects are still implemented by four of the 35 members.<sup>5</sup>

### **Box 2: Extract from answers from survey**

Thirteen of the fourteen MOs engaged in DF activities answered a survey submitted by the RT. Among the 13 internationally active MOs, five agree, six agree in part and two disagree that the guidelines for the DF grant provide support modalities relevant to their needs. There is a general satisfaction with the available support modalities. However, comments highlight that multiple partnership projects are not sufficiently supported in existing modalities.

Source: RT own survey

Some of the larger MOs envisage they will have difficulties carrying out long-term capacity development of partners while maintaining key staff in the Global South, as the unpredictability of having a project approved becomes more apparent. The possibility of a programme modality for MOs with sufficient capacity has been raised, which some find would simplify procedures and thus decrease the workload for both the DPOD and the MOs selected. Likewise, some MOs find that DPOD could have engaged in more dialogue more about how to deal with the situation. Notwithstanding, MOs appreciate that in 2023 the new leadership of the DPOD International Department has increased the focus on dialogue regarding this matter, especially through quarterly meetings between DPOD and MOs. DPOD's own projects (support to umbrella organisation partners) follow separate guidelines and are not approved at GC meetings, although they are systematically assessed by the "granting consultants" working in support of the Grant Committee.

While the RT commends DPOD for its overall management, a discussion of a programme modality could be relevant to maintain the MOs interest in the DF. At the same time, support to smaller, up-and-coming MOs should be protected.

*Recommendation 1: DPOD to engage in dialogue with MOs regarding a programme modality. DPOD may consider to establish: i) an ad-hoc committee with DPOD representatives and three or four large and small MOs to assess pros/cons and propose a workable model; ii) condition: ringfencing an amount for the smaller "users" (meaning all but four organisations and for potential new member organisations not currently involved.)*

The amount of previous DF appropriations between candidates to become programme organisations may be included as a reference for the discussion for defining the programme amount. In order to qualify for such a programme, it would be necessary to update (or carry out) the capacity assessments of the relevant MOs. If a programme modality were to be introduced, the DF application format may be adjusted to allow for multiple country interventions.

## **2.4. Guidelines, procedures and capacity development**

As part of its follow-up to earlier Danida review recommendations, DPOD has already introduced some adjustments intended to slightly simplify the guidelines. Reporting to DPOD has been reduced and is now more focused. It may be difficult to simplify much more, since it is still necessary to meet Danida reporting requirements. As mentioned, during the application process, DPOD offers advisory services to MOs which, according to the initial interviews, is being appreciated, while DPOD also carries out capacity development activities regarding monitoring and evaluation, a.o. In fact, capacity development is being carried out by DPOD through workshops on strategic development and policy, prevention of sexual harassment, partnership, engagement, MEL and networking.

A survey was carried out by the RT among MOs to obtain inputs on how guidelines and advisory services are perceived. The survey found that 9 of 13 active MOs agree and none disagree that they receive good advice

---

<sup>5</sup> This number is part of the DPOD key indicators, and the RT has verified that in fact 15 organisations have been engaged either with own or other projects. The four organisations with the largest amounts are the Danish Association of the Physically Disabled (DHF, acronym in Danish); the Danish Deaf Association; the Danish Association of the Blind; and Lev.

from DPOD when writing their DF grant application. Four MOs indicate that they have not received advice and this is because they are part of projects managed by other MOs. Also, among the 13 internationally active MOs, five agree and seven agree in part that the guidelines for DF grant applications are understandable and easy to follow. No respondents declared that they disagree. There are differing opinions among the smaller MOs, some indicating that given the advisory services offered by DPOD, preparing the application is not a major problem. Others think that it should be considered whether DPOD can undertake administrative tasks on behalf of the “smaller organisations. DPOD also offers comprehensive courses regarding key issues such as MEAL, partnerships, others. In the interviews, some MOs called for a clearer overview of courses to be offered during the year, while others suggested that some courses may be offered jointly with, for instance, CISU.

*Good advice: DPOD may consider offering to administrate projects for those organisations who have no staff dedicated to international work; e.g. organisations without staff for international work could let DPOD administrate their project.*

Overall, DPOD staff is considered to have the necessary capacity, as outlined in annex 3. DPOD has formulated underlying policies, apart from the Global Policy Program and the partnership policy, including: (1) Policy for Preventing Sexual Harassment, Exploitation and Abuse (see financial management); (2) Human rights-based approach; (3) Gender and (4) Anticorruption. In general, the quality of these documents is good.

## 2.5. MEL

DPOD has a robust MEL set-up. The MEL includes a number of elements, some of them are<sup>6</sup>:

### Box 3: Elements of DPOD’s M&E system for Outcome 1 (partnerships in the Global South).

|   | <b>Monitoring</b>  | <b>Evaluation</b> <sup>7</sup>  | <b>Learning</b>      |
|---|--|---|----------------------|
| <b>Crosscutting programmatic monitoring</b>                       | Annual results reporting against results framework for the Global Disability Programme including Open Aid indicators.  | Outcome harvesting evaluation of twenty years of cooperation between the Danish and Ugandan Disability Movements, 1996-2018.  | Thematic reviews     |
| <b>Organisational level</b> (DK organisations and South partners) | <b>Financial Monitoring of selected partners/projects</b>  | Capacity analysis of selected MOs in Denmark.<br>Capacity analysis of partners in the Global South  | Specific studies.    |
| <b>Project level</b>  | <b>Programmatic monitoring</b> for DPOD’s own projects and DF funded projects:<br>- DPOD partners: Quarterly annual and end of project reporting against project results framework<br>- DF projects: Annual, midterm and end of project reporting. (Quarterly or biannual reporting to Danish MO)<br>Monitoring visits (DPOD does not monitor DF projects; only own projects). | Evaluation of DF (+1 million DKK) and DPOD projects carried out by external consultants. MOs hire consultants for own evaluations, although DPOD approves the ToR and management responses; DPOD hires external consultants for own projects. | Reflection workshops |

<sup>6</sup> This information does not include all activities carried out with partners in the South.

<sup>7</sup> DPOD considers the MFA reviews of the organisation to be part of the “evaluation”; however, in practice these reviews are not considered as proper evaluations by Danida.

The RT noted four issues:

First, DPOD carries out financial monitoring visits. However, programme monitoring visits are not standard, although on some occasions DPOD visits the projects. It may be good to establish procedures for situations in which programme visits do take place. The current focus on thematic reviews (in 2023 focusing on “small grants”) and the selection of a yearly “topic” may be a way that DPOD could “institutionalise” more explicitly how to prioritise and, if needed, carry out programmatic visits.

Second, DPOD quality assures ToR for external evaluations of the MO projects from the DF. However, it is up to each MO to contract evaluators. The RT noted that either mid-term evaluations or formal evaluations had been carried out for the relevant projects visited in Rwanda and Nepal. However, DPOD’s own projects in Rwanda and Nepal have not had an external evaluation during the period assessed herein; in the case of Rwanda an evaluation should have been carried out in 2022 according to DPOD requirements.

Third, DPOD quality assures ToR for capacity assessments of the most active MOs. Notwithstanding, it is up to MOs to apply for funding from DPOD and contract the consultant needed. Four of the MOs have carried out such an assessment.<sup>8</sup> The quality of the capacity assessments varies somewhat, but all contain a number of recommendations and a follow-up has taken place through a management response. In general, there are no serious findings/problems regarding the MOs. It is the MOs which contract the consultants who carry out the capacity assessment.

Fourth, the overall results framework for the Global Disability Programme (including the DF) does not have a clear baseline, targets or indicators.<sup>9</sup> The argument here is that this is a fund covering many different projects that do not necessarily share common targets. Also, outcome harvesting provides other types of information regarding change than those appearing in MFA’s usual results frame. The RT understands this argument. However, whenever possible, DPOD should strive to measure progress from one year to another. Some of the indicators in the results framework, such as “*examples of increased capacity among Organisations of Disabled People*” are not specific, measurable or accurate in terms of definition. The RT finds that the upcoming Annual Report 2022 will show whether relevant examples can be found. If not, DPOD may wish to identify other, more specific indicators.

In addition, the RT noted that the new results framework has been developed and the format for it has been updated since the last MFA review. It has a logical structure around three spheres of control, influence and interest (respectively output, outcome and impact level). A key aim has been to bring the role of DPOD more to the front. The output level reflects DPODs supportive role in relation to the three overall goals. At outcome level additional indicators have been added in the areas of organisational development and advocacy to capture the role of the disability umbrellas supported in the Global South.

The OpenAid indicators presented are in general adequate, although progress regarding mainstreaming is limited (see chapter 2.7). One (1) SPA organisation has taken action to include “disability” in a concrete project in West Africa as a result of contact with DPOD.

The RT has noted that almost all DF projects work in three areas: empowerment, organisational development and advocacy, thus already matching existing outcome indicators in the DPOD Results Framework. Likewise, the RT noted that some projects already work with financial sustainability, which is a very important issue. For most partners in the Global South, Danish partners offer considerable funding, which is why it is important to think of how to diversify sources of funding to avoid a dependence on Danish funding, which could affect the partner in case the partnership finalises.

---

<sup>8</sup> DPOD places the capacity analysis under “evaluations”. The RT finds they are rather more of a monitoring tool.

<sup>9</sup> The previous DPOD results framework (RF) for 2019-2021 had targets. The annual reports did not systematically refer to them. In the current RF, indicators are based on outcome harvesting, which is different than the MFA’s regular RF.

Regarding monitoring, DPOD carried out the “Outcome Harvesting Evaluation of Twenty Years of Cooperation Between the Danish and Ugandan Disability Movements, 1996-2018”.<sup>10</sup> Gradually, DPOD has introduced outcome harvesting as a method for focusing on changes, as opposed to its earlier emphasis on outputs/activities. DPOD should be commended for promoting innovative approaches to assessing progress.

Having said that, the RT finds it should still be possible to measure effectiveness at project level, especially by means of evaluations, so it is important that MOs continue to include SMART<sup>11</sup> indicators and targets (which are also measured in the final reporting to DPOD). Some of the MOs still struggle to document results. The survey carried out by the RT indicated that “2 of 13 MOs agree, 9 partly agree, and 2 disagree that MOs have been good at documenting the results of the support received from the Disability Fund”.

*Recommendation 2: The Results Framework should be further streamlined and presented along the lines of (i) empowerment; (ii) organizational development; and (iii) advocacy. It should include a focus on financial sustainability as part of organisational development. (Annex 8 provides inputs regarding this recommendation)*

*Recommendation 3: DPOD, not MOs, should hire consultants to carry out capacity assessments of the MOs.*

*Recommendation 4: DPOD should adhere to its own guidelines regarding Monitoring and Evaluation (e.g., external evaluations should be carried out). DPOD should share learning from these with MOs and others.*

*Good advice: strengthen documentation of results in final reporting and evaluation, including focus on effectiveness.*

## **2.6. Risk management, fragile context and other issues**

**Risks** are presented in relation to each of the projects. The project applications reviewed in the case of Rwanda have an annex related to risk management. The sections are presented in slightly different ways, but all are very thorough. One project mentions “risk factors”, “likelihood”, “background to likelihood assessment”, “impact” and “background to impact assessment” as well as “overall risk”. Another organization includes the same but adds “mitigating measures”. A third organization includes risk identification, analysis, evaluation, and treatment. Again, the formulations on risk are very thorough and in general shows knowledge on both context and the partner’s situation.

As an example, in one of the projects revised, an evaluation indicated that “*there is no risk management strategy, succession, or retention planning*”, referring to the fact that the director of the organisation is crucial to the organisation’s functioning. The evaluation indicated that “*there is a significant risk if the board or director leaves, because the work invested by the (member organisation) may not remain.*” While this may be worrying, it shows that at least the risk is being followed through the monitoring. Likewise, in the subsequent application a broader risk assessment is made which includes the risk indicated by the evaluation. The RT also noted that some, but not all, completion reports refer to how risks have affected the project.

The RT noted that in some ways, many risks became somewhat academic due to the corona pandemic, which affected the projects far more than most of the risks described. The project adjustments which had to be made were in almost all cases far more important than any other risk. Having said that, a good piece of advice is to revisit the risks on an annual basis. In any case, the MOs should, according to current guidelines, update risks at mid-term (for medium and large projects; B2 and B3) and at the end of projects with a budget in excess of DKK 5 million.

---

<sup>10</sup> This work began in 2018 and, after several delays, was finished in November 2020. Notwithstanding, the method seems to have been embraced by both DPOD and many MOs and partners, meaning that it was a good investment.

<sup>11</sup> Specific, Measurable, Accurate/Achievable, Realistic and Timebound indicators.

### **Priorities and follow-up on the recommendations made in the 2018 Danida review**

While DPOD in general has followed up on many of the recommendations made in the last review, it was noted that some of the information needs to be updated. **Country Groups** were established for Rwanda, Ghana, Uganda and Nepal. Such country groups would help DPOD fulfil its role of underpinning the MOs projects. However, in most cases they have held only very few meetings.

Country strategies were developed for Uganda and Rwanda, but have not been used in practice, perhaps due to their overly detailed content. Likewise, there is little documentation on the follow-up which has taken place regarding the recommendation on the importance of addressing financial sustainability for partners (both umbrella organisations and MOs)<sup>12</sup>. In the previous programme period (until 2021), DPOD prioritised focusing on financial sustainability for their partner country umbrella organisations, as this was a key indicator for the previous DPOD results framework.

Despite the failure of country strategies, DPOD and MOs may still coordinate more within each of (or in relation to) the countries. In particular, DPOD and MOs could collaborate on strategic issues, such as the CRPD processes, joint analysis of legislation, advocacy and fundraising/donor analysis in a country, as well as any other matters that may be discussed in country groups both in Denmark and at country level.<sup>13</sup>

*Recommendation 5: Promote strategic synergy and coherence between DPOD and MOs: in priority countries, DPOD should increase sharing information and promote joint activities with Danish MOs and encourage partner umbrella organisations to do the same with its MOs on strategic issues such as:*

- *joint analysis of legislation/disability policies in the Global South to be shared with MOs in the North and South;*
- *joint or coordinated fundraising in the Global South and North;*
- *joint and shared information and/or activities on global advocacy processes, including CRPD and UPR;*
- *DPOD may encourage Global South umbrella organisation partners to share context analysis with MOs in the Global South and North (e.g., through country groups in the Global North);*
- *DPOD should present the contents of its own projects to Danish MOs and the Grant Committee.*

*Good advice: i) to the extent possible, DPOD and MOs may plan to contribute to joint results (e.g. education for all DPOD-DAB with joint results). ii) DPOD's country managers should strengthen coordination with DPOD's global policy responsible, so that data and cases from the countries can be used more systematically for advocacy.*

*Good advice: For all applications, the Danish organisation should indicate how big a share the Danish organisation's latest contribution consists of the partner's overall budget and which resource mobilising activities are included in the proposal.*

### **Fragile contexts**

DPOD does not have a focus, specific policy or toolbox with which to work in fragile contexts.<sup>14</sup> DPOD's engagements in Rwanda, Ghana and Nepal do not qualify as fragile contexts. In Uganda, there are member organisations that are still in Uganda, which is host country for refugees, and thus are operating in a fragile context. While most MOs do not have activities directly near the refugee camp, the RT learnt that the DAB in collaboration with Danish Association of the Physically Disabled (Dansk Handicap Forbund) and IAS – International Aid Services – has applied for funding with Danida, but not received the grant, to make a program for the integration of people with disability in humanitarian situations. Notwithstanding this turn of events, there is still the possibility of offering support to mainstreaming. As will be further explained under the section on the subject, this may be an option.

---

<sup>12</sup> However, DPOD has in fact informally supported MOs and their partners to connect to donors (for example, Atlas Alliance in Uganda).

<sup>13</sup> The RT is aware that this has been done in previous CRPD. However, there are already new processes underway.

<sup>14</sup> file:///C:/Users/finnh/Downloads/List-of-fragile-contexts%20(4).pdf



## 2.7. Organisational results delivery

### Overall results from the Global Policy Programme:

The RT noted that DPOD has increased international and national policy activities in recent years. Examples include the DPOD's work as deputy chair of the International Disability and Development Consortium (IDDC); support to the International Disability Alliance; and specific support to partners through the Bridge CRPD-SDG<sup>15</sup>s training programme. The latter is a joint initiative of IDA and the IDDC.<sup>16</sup> The IDA Secretariat in interview with the RT also indicated the importance of DPOD providing input to a new guide regarding how to monitor the CRPD. In general, DPOD is considered to be *"much more than a donor"* as it is part of the disability movement. Representatives from the Norwegian Atlas Alliance emphasized DPOD's role as a partner. The Atlas Alliance and DPOD have shared experiences and also been able to prepare common letters to the governments and one common report on Disability in Development.<sup>17</sup> In addition, through its participation in IDDC, DPOD is engaged in the Global Action on Disability (GLAD)<sup>18</sup>, together with the Danish Ministry of Foreign Affairs. The RT noted that the MFA has upgraded its participation regarding disability, and that the MFA will continue to prioritise disability in development, as well as participation in the GLAD network. Likewise, the DPOD has encouraged the MFA to participate at the Global Disability Summit in 2022, where the Ministry made a number of commitments to disability as a topic in its development assistance.

At national level, DPOD participates in the promotion of the use of the OECD DAC disability marker and furthers that Danish NGOs mainstream disability in their work (e.g. Oxfam IBIS in West Africa).<sup>19</sup>

During the Global Disability Summit 2022, Denmark committed itself to *"support coalition-building between OPDs and mainstream organisations, in order to promote the leadership of persons with disabilities by facilitating a strategic dialogue between Disabled People's Organisations Denmark (DPOD) and CSOs that have a strategic partnership agreement with the MFA."* The RT noted that several of the MOs indicated that they wanted to contribute more to promote mainstreaming of disability in development, as they already have considerable experience regarding project implementation. Some argued that that this should be seen as an effort for the whole disability movement (that is, both DPOD and MOs.) As can be seen in annex 3, the DPOD staff's capacity in areas of *security and conflict management* as well as fragile contexts and HEAT course are all scored low in staff self-assessment.<sup>20</sup> Furthermore, three DPOD staff mention humanitarian as an area of competencies they wish to develop.

*Recommendation 6: In line with the current Policy Programme, DPOD should continue to prioritise mainstreaming by reaching out every year to key stakeholders, including the MFA and three or four SPA organisations. DPOD should:*

- *Dialogue with the MFA to follow-up on the MFA's commitments on mainstreaming.*
- *Coordinate with – and ensure involvement of – relevant and interested MOs prior to relevant meetings/ activities related to mainstreaming, in order to ensure that MO engagement and experience is used.*
- *Continuously develop capacity on mainstreaming in relation to the HUM-DEV nexus in fragile contexts.*

---

<sup>15</sup> Convention on the Rights of Persons with Disabilities.

<sup>16</sup> An evaluation from 2020 found that Bridge participants gained knowledge as a powerful personal resource for advocacy and self-confidence. Almost all participants (92%) declared they had increased knowledge on the CRPD and SDGs.

<sup>17</sup> [https://uploads-ssl.webflow.com/60fea532c3e33e5c5701d99a/6137515171af25985eed76b1\\_LeavingNoOneBehind.-ANordicMovementforChange\\_compressed.pdf](https://uploads-ssl.webflow.com/60fea532c3e33e5c5701d99a/6137515171af25985eed76b1_LeavingNoOneBehind.-ANordicMovementforChange_compressed.pdf)

<sup>18</sup> The Global Action on Disability Network is a coordination body of bilateral and multilateral donors and agencies, public and private foundations as well as key coalitions of the disability movement with a common interest in achieving inclusive international development and humanitarian action.

<sup>19</sup> DPOD has held meetings with some SPAs (e.g. DRC, Oxfam IBIS, Red Barnet) and is planning meetings with other key stakeholders (Sex and Samfund, Kvinfo). Likewise, the MFA has invited for a meeting on localisation between MFA and SPA partners including DPOD. It could be relevant for DPOD to involve MOs in preparations and local partners in the event.

<sup>20</sup> See Annex 3 for further details on Staff Self-assessment.

## 2.8. Partnerships & organisational learning

As part of the follow-up on the review in 2018, DPOD has prepared a comprehensive partnership policy with the MOs<sup>21</sup> and a partnership framework for DPOD's own interventions. DPOD has disability umbrella organisations as natural partners. However, the partnership policy makes reference to the possibility of engaging further with other strategic partners. These could also be **social movements**. Further, DPOD is considering the introduction of other umbrella partners in coming years. The RT noted that DPOD prepares comprehensive partnership agreements with partners. During the visits to Rwanda and Nepal, the partnership relations were further discussed.

**Rwanda: quality of partnership.** DPOD has been in partnership with **National Union of Disability Organizations of Rwanda** (NUDOR) since its establishment in 2010. This partnership has much contributed to establishment of NUDOR secretariat, capacity building to members organisations and strengthening NUDOR advocacy and influence: new members organisations were created and joined the umbrella, advocacy plan were put in place and NUDOR involved in UNCRPD parallel report elaboration and Country review in Geneva, elaboration and monitoring the implementation of the Global Disability Summit commitments. NUDOR considers DPOD to be an effective partner, and one that forges links to others. For example, the current support to organisational capacity development is being carried out with the Liliane Foundation (LF), and DPOD is recognised for having approached LF to prepare joint support. DPOD has a partnership agreement with NUDOR in which organisational development plays an important part.<sup>22</sup> Within the previously mentioned DPOD framework policy, the partnership agreement was prepared with visions for the agreement and key cooperation areas (capacity building, implementation of joint actions and global commitment and learning). DPOD also indicates an Annual Partnership Dialogue meeting.<sup>23</sup>

**Rwanda: DPOD added value and organisational learning:** DPOD has gradually taken the decision to not support specific service delivery of the umbrella organisations, but rather focus on advocacy. As a result of this organisational learning, DPOD has redefined its value added to partners.

In addition, DPOD hired a Danish consultant to do an organisational assessment (OA) and design an Organisational Development Plan, based upon the assessment made and inputs from NUDOR's membership. This supported the joint work of NUDOR and DPOD, in formulating the new project, titled "*Strengthening the Capacities of OPDs in Rwanda for Effective Advocacy and Influencing*". The project helps to promote a clearer advocacy profile for NUDOR, with the aim of gradually transferring the projects to the MOs. The RT was pleased to see that the Danish consultant had worked with a NUDOR counterpart who presented the very relevant project contents to the RT. Likewise, the RT learnt from both the NUDOR board and NUDOR regular members that the project is well known and that the intention of transferring the projects to NUDOR members was appreciated ("*something we have awaited for a long time*"). While this is positive, it is of course surprising that DPOD members in Denmark do not know much about this project.<sup>24</sup>

DPOD also supports NUDOR and other partners with a national financial controller. Most partners (Global South and Danish) appreciate the work being done by the financial officer whose salary is paid by DPOD in Rwanda. He is carrying out a number of important tasks related to strengthening the capacity of each of the partners, which the RT finds is important and relevant.

---

<sup>21</sup> The RT noted that several of the MOs had been happy to participate in this joint exercise.

<sup>22</sup> While it is good that DPOD has coordinated its new project with the Liliane Foundation, there is still a need to bring other donors on board. Previously, donor partner meetings had been held with NUDOR, but the most recent such meeting was in 2020.

<sup>23</sup> The agreement was signed in April 2021. However, an Annual Partnership Dialogue is yet to be held.

<sup>24</sup> DPOD mentions that an attempt was made to inform MOs during the last quarter of 2022, however, the MOs were not available. Notwithstanding, the RT finds that this attempt should have been made at an earlier stage to involve MOs more.

**Nepal: Quality of partnership.** DPOD and NFDN have partnered since 2000 with formal and long-term projects running from 2009 onwards. The current partnership agreement<sup>25</sup> is not only focusing on the current project but on *how* the two umbrella organisations work together – based on a shared vision, goals and set of principles as well as roles, responsibilities, contributions, and communication. The parties stated that the process of developing the agreement was almost as important as the agreement itself.

The co-funded partnership between DPOD, FFO, and NFDN is an advantage to the overall project and capacity development of NFDN. Some benefits include shared and reduced cost of administration, shared reporting, learning from different donors, coherence, potentially increased impact due to larger amount for one project. The Atlas Alliance has commended FFO for working together with another Scandinavian partner. DPOD and FFO are currently discussing, whether to expand the partnership to other countries. There is no conclusion on this yet, and the RT commends that DPOD is involving the Danish MOs in the decision-making process. DPOD expects to approach an exit process with NFDN after the current and next project period. Although there have been informal conversations around the succession planning of the partnership between DPOD and NFDN, there is no clear exit plan. Neither is it mentioned in the partnership agreement.

**Nepal: DPOD added value:** Throughout the partnership with NFDN, DPOD has provided project management support, capacity-building, and access to experiences from other Southern partners. One clear example is DPOD’s experience in CRPD-processes from partnering with other South partners as well as the Danish context. When NFDN was advocating for PWD rights in the making of the 2015 Constitution, they drew on the experiences from e.g., Rwanda on how to approach politicians, both formally and informally. This was presented in a Partners’ meeting in Denmark in 2014.<sup>26</sup> The experiences on CRPD monitoring in the current project in Nepal can be carried forward to other partnerships between DPOD or MOs and their partners.

By having a liaison officer stationed in Nepal, DPOD was always nearby to oversee the work of the project and maintain close contact, which has been beneficial to both NFDN and DPOD. In the past, the DPOD Liaison officer was also an important support to smaller Danish MOs partnering with equally small OPD’s in Nepal. Today, the need for the Liaison Officer is less prominent, according to MOs in both Denmark and Nepal. Thus, the role has been scaled down to part time as of 1 January 2023.

## 2.9. Results in the Global South

It should be mentioned that all results have been carried out during the COVID-19 pandemic, which has affected some of the results. Notwithstanding, it has been possible to continue to achieve many results, using virtual meetings, mobile contact etc. Overall, DPOD has interesting achievements (year 2021), as indicating in table 3. Underlying information confirms the data.

### **Box 4: DPOD reported results of the year 2021 (both DPOD’s own and DF results)**

Seventy-eight (78) partnerships

Approximately 36,500 persons with disabilities have accessed services and increased their knowledge, self-confidence and income. Approximately 13,500 families whose members are relatives of persons with disabilities have been strengthened in their role. A total of 5,260 board members and volunteers have strengthened their capacities.

Results are from 24 countries: 12 in Africa, 9 in Asia and 3 in Latin America.

### **2.9.1. Rwanda**

In **Rwanda**, DPOD supports a project with NUDOR, an umbrella organisation, titled “*Strengthening the capacities of OPDs in Rwanda for effective advocacy and influencing*”, with a budget of DKK 3.72 million. The project was only recently approved (30 September 2022), and therefore progress has not been reported on as yet.

---

<sup>25</sup> Signed in December 2022.

<sup>26</sup> Although this reference dates to 2014, the impact of the formulation of the Federal Constitution has formed the basis of any advocacy work, carried out in the following projects between NFDN and DPOD.

Based on a thorough, recent organizational assessment (April 2022) of NUDOR, supported by DPOD and the Liliane Foundation, the project envisages outcomes such as the “*reorganization of NUDOR*” (outcome 1 and 2) and “*Diversified funding*” (outcome 3). The intention is that NUDOR (and any other DPOD supported umbrella partner) should move away from being a project-implementing organisation and become one that is keyed towards programmatic and advocacy-based actions.

The Project is considered to be very *relevant* by NUDOR’s member organisations as it promotes a transition where Members Organisations will be more involved in project implementation, while NUDOR will strengthen its advocacy role on education, health and capacity building of members. The *effectiveness & impact* cannot be assessed yet, as the project has only started. A number of issues will need to be addressed, including defining exact roles for MOs and NUDOR.

In principle, the new project could stimulate *sustainability for the disability movement as a whole*, as MOs would access resources with the potential of creating *impact* through the projects they manage. The project will thus contribute to the reorganisation of NUDOR, the strengthening of organisational capacity at member OPDs and the diversification of funding sources. This in turn will contribute to developing a robust umbrella organisation that is representative of its MOs.

However, the project still needs more time before such issues can be assessed. It will also help to promote more *coherence* between DPOD’s support to NUDOR and to MOs.

**Previous partnership results:** From 2016 to 2021, the two organizations jointly implemented the Education for All (EFA) project, focusing on promoting basic education among children with disabilities in Rwanda.

The project was *highly relevant* to the needs of persons with disabilities and the disability fund. However, considering NUDOR’s role, it may have been less relevant to be so directly engaged in the implementation of projects, as these “*do not deliver strategically on NUDOR’s overall vision and mission*”, as indicated in the Organisational Assessment of NUDOR supported by DPOD.<sup>27</sup> Likewise, DPOD wishes to go in the direction of promoting that partner umbrella organisations strengthen their advocacy work. In this sense, this project, which focused more on strategic service delivery, was less relevant.

The *effectiveness* seems to be relatively high. However, the Review Team did not have access to the final version of the project document<sup>28</sup>. Regarding support to the umbrella organisation NUDOR, some of the key results until the year 2021 were as follows:

- *Advocacy:* The Rwanda Board of Education has established a Directorate of Special Needs and Inclusive Education and hired two specialists on issues regarding visual impairment and physical disability. This is reported as part of the results derived from “*advocacy at national level*”. *The RT was able to verify that in fact two desk officers had been assigned to disability at the Rwanda Education Board. However, they will only be financed for a limited time.*
- *Service delivery and empowerment:* The six schools in Rwanda’s EFA project have gone from addressing the needs of 118 children with disabilities in 2016 to 365 such children in 2021. *In the school visited by the RT, the number of children with disabilities had doubled since the beginning of the project, now addressing 101 children with disabilities.*
- *Service delivery and empowerment:* Twenty-four (24) teachers trained in inclusive education have shared the knowledge they acquired with 236 other teachers in the six schools. Here it should be noted that if this is

---

<sup>27</sup> Organisational Assessment of NUDOR, (2022) p. 13 (Impakt).

<sup>28</sup> A draft project document which contained a logical framework was delivered to the RT at the end of the visit. However, the final report does not fully follow the targets outlined in the logical framework, so it is difficult to assess effectiveness.

so, it would mean that each school has approximately 39 teachers. *This was confirmed during the stay. It was noted that the teachers have continued to share the knowledge in self-organised continuous professional development (CPD).*

- *Organisational development:* In 2021, and beyond the EFA project, NUDOR supported five new, small organisations, with low organisational levels and representing persons with different types of disabilities (albinism, “little people”, cerebral palsy, deafness, blindness). The assistance offered was intended to help these organisations hold general assemblies and prepare their statutes. Two of the five organisations are receiving additional support so they can become fully fledged members of NUDOR. *The RT noted that the organisations are part of the board. In addition, the RT saw the participation of some of the new members of the Board, even during the RT debriefing.*

The *impact* in the schools was high, as pupils who would not otherwise receive education now receive it, in an accessible and supportive environment (ramps) by the schools’ leadership, teachers, trained volunteers, peers learners, parents and community members, with access to braille and sign language, although still not fully proficient. Parents of children with disabilities recognise change in attitudes, care and support of their children. Likewise, they acknowledged the positive effect of home visits and active engagement with the teacher. The parents were organised in self-help groups to give them opportunities and means to support their children.

As for the *sustainability* it was not clear how the project should spread to other schools. NUDOR did carry out advocacy at national level. However, only few considerations have been weighed regarding how to go from six model schools to other schools.<sup>29</sup> Some of the “model schools” had managed to inspire and train teachers from a few neighbouring schools. It is a “high-cost” model, but NUDOR could probably have done more to define costs of some of the initiatives so that other schools could choose one, two or more improvements regarding children with disabilities. No evaluation was made, which is a pity, as this may have shed light over the possibilities for replicability and sustainability.<sup>30</sup>

**Box 5: Some stakeholders view of the “GS Rukinga Model school project” carried out until 2021 (visit Jan 2023):**

**Head mistress** informed that the school had had many achievements of the school regarding inclusive education. She mentioned the following: School infrastructure is accessible to all learners. Pathways were built. All barriers for learners in the classroom and outside the classroom were removed. Accessibility in the classroom: all chalkboards are accessible to all learners, chairs are accessible. Accessibility for toilets, equipment for learners (wheelchairs). Teachers were trained in sign language, in braille and care for learners. Sports promoted for helping learners. Some learners succeeded in exam, especially those with physical, visual impairment. It is more difficult for persons with hearing impairment and intellectual disability.

**Children.** The fact that learners with and without disabilities are together in the same class meant that bad renaming of children with disabilities have changed. In fact, they support to each other. This was helpful for children with disabilities to overcome isolation as they played with others and self-confidence was enhanced.

**The teachers** felt that it was great to be able to address the needs of the children of disabilities. However, despite the continuous teacher development, some of them felt that they are only “half-way” with learning key skills such as braille or sign language. It is a step forward, but there is a way yet to go.

*Coherence* can be observed between NUDOR and RUB, as RUB’s interventions were closely linked to the project. It will be important that the current project continues advocacy related to the EFA project.

<sup>29</sup> In the draft project document received by the RT there are comments from DPOD regarding the need to further explain concerning sustainability.

<sup>30</sup> Although planned, the external review/evaluation failed, as the local consultant breached contract. Covid-19 in 2020 and 2021 made it difficult to carry out an evaluation due to prolonged closure of schools and resources spent on the Organisational Assessment, involvement of NUDOR MOs and having an organisational development plan developed while formulating a new multi-year Partnership project. That took priority.

### 2.9.2. Nepal

In **Nepal**, DPOD supports a project with NFDN (National Federation of the Disabled Nepal), titled “*Action for inclusion*”. The project is a joint venture with FFO (The Norwegian Federation of Organisations of Disabled People) which is co-funding the project. The total budget is DKK 7,598,622 (of which, DKK 3,732,05 is funded by DPOD). The project period is 2021 to 2024.

The project outcomes involve monitoring of government implementation of the CRPD concluding observations and recommendations (1), improved, and applied disaggregated data on disability (2), and capacity-building of NFDN province structure and local OPD’s to influence decision-making (3). Outcomes 1 and 3 are co-funded by DPOD and FFO, and DPOD funded outcome 2.

NFDN proposed the outcomes when designing the project, thus highlighting their *relevance*. Furthermore, the outcomes fluctuate with the NFDN draft strategy. There is, however, a gap between the draft strategy and the project, as support and development of OPD’s is omitted in the strategy, which is a significant part of project outcome 2, it builds on previous project phases, and is a primary goal of DPOD’s Global Disability Programme. The gap indicates that **NFDN may wish to revisit the draft strategy** to ensure the project remains relevant.

The *effectiveness* of the project was challenged by significant delays due to Covid-19. However, some adjustments were made underway to accommodate the restrictions and continue the work.

The following *results* from the current partnership were achieved in 2021: DPOD local liaison officer initiated a PSEAH course, requested by the Danish MOs working with partners in Nepal.

Government changes caused a need for organisational restructuring in NFDN by strengthening the local provinces.<sup>31</sup> In four provinces, NFDN provincial structure has supported government in developing laws on disability. Advocacy for more funding on disability-focused projects has led to a DKK 2.8 mill. Government funding in 2021.

Covid-19 led DPOD’s partner NFDN to strengthen their virtual meeting capacity which has brought the local branches closer together through regular meetings and calibrations.

During Nepal Census 2021, the disability movement played a significant role in ensuring that PWD’s were also counted (in). Although Washington Group short set questionnaire was not used, other questions were adjusted to include disability to a larger extent than previously. 50,000 census enumerators were educated in disability sensitization. NFDN shared video and info on the census and disability awareness. The material was shared 1,5 million times. 1.700 enumerator with disabilities visited approx. 30.000 households. The same proportionate amount as enumerators without disabilities.

Results include development of provincial law and allocation of government funding due to advocacy in newly established province structures. Although it was not possible to include the Washington Group Short Set Questionnaire in the 2021 Nepal Census, adjustments to the questions on disability was made. Furthermore, 50,000 enumerators were trained on disability sensitisation, and 1,700 enumerators with disabilities were hired and visited approx. 30,000 households. Furthermore, a disability awareness video made by NFDN was shared 1,5 million times. The 2022 status report was not prepared at the time of the review, but some results from 2022 include development of CRPD monitoring tools for national and province level, yet to be tested in the project pilot province along with capacity-building of MOs on CRPD monitoring and advocacy on province level.

---

<sup>31</sup> In a previous project, DPOD supported the establishment of two NFDN province structures as well as activities on national level. The remaining five were supported by NFDN’s (and DPOD’s) partner FFO.

At the time of the review, the project team was confident that they could catch up on the activities. However, as elected leaders have recently been appointed in the provinces, now is the right time to start advocating, and the delay challenges the achievement of funding allocation from provinces. Furthermore, the RT would not rule out, that a no cost extension may be needed. If so, it is important to follow the same procedures, as described in the DF guidelines.

The *impact* of the current project is yet to be seen, but the impact of previous advocacy work supported by DPOD is very clear. NFDN played a significant role in influencing the formulation of the 2015 Constitution of Nepal, that explicitly mentions the rights of persons with disabilities throughout the constitution.

The recently developed NFDN province structure, supported by DPOD, has enabled the advocacy approach to become highly structured and the process is transparent, which also contributes to the *sustainability* of the project. The RT saw proof of that when visiting the NFDN Karnali province structure and saw an example of a very well-functioning organisation. The improved advocacy approach includes appointment of spokespersons, preparation of agenda points, follow-up, and collection of OPD applications for government funding so the disability movement apply collectively. However, there is a fear from some MOs, that the competition for funding makes it less beneficial. This is a valid concern, but the RT sees the benefit of collecting applications to show a disability movement with a stronger collective voice, which is only possible when NFDN practices transparency and evenly distributed support to MOs who needs this. The issue may arise, when, as is the case for NFDN, there are 400+ MOs and the capacity is very differentiated. Thus, the capacity-building of local member DPO's appear both *relevant* and potentially *sustainable* for as long as no MO is left behind.

NFDN seem to lack a strategic focus on diversification of funding. However, having 10+ funding partners proves that they have a strong financial foundation, although not all partners contribute to core cost. The RT suggests that NFDN considers how to better diversify core cost between partners.

NFDN has a tradition of organising partners' meetings with its donors and partners once a year, indicating that there is a clear focus on ensuring *coherence* in the organisation. However, the RT learned that one indirect donor (supporting NFDN via a consortium where an MO is the direct grant recipient) did not receive an invitation to the partners' meeting. The RT suggests that NFDN consider expanding donor coordination to indirect donors to increase funding potential and ensure coherence.

*The Disability Fund currently supports two projects in Nepal. One involving Danish Association of the Blind and Nepal Association of the Blind and another between Lev and their local partner Parent Federation of Persons with Intellectual Disabilities. See Annex 6 for further information on this.*

### **3. Popular engagements and communications**

#### **3.1. Communication and engagement.**

DPOD has a strong brand in broad and social media as the umbrella of the disability movement in Denmark and has established an international dimension to its communication work.

DPOD communicates to MO representatives and other interested stakeholders about the Global Disability Programme in a monthly newsletter with 676 subscriptions.<sup>32</sup> In 2021, DPOD promoted the Global Disability Programme through the film campaign "ildsjælekampagne" with Danish MO representatives. In 2023, DPOD plans to do a follow-up with representatives from southern partner organisations.

DPOD has a differentiated target audience where the audience for international development communication is smaller than the overall disability audience in Denmark. This is a challenge when communicating through

---

<sup>32</sup> See annex 9 for distribution of subscribers.

the same channels.<sup>33</sup> This is one of the reasons why the vice chair of DPOD has been designated as the main face of DPOD's international development policy and cooperation.

In 2023, DPOD plans to launch a new anniversary where key results from the Global Disability Programme are shared with the public. This fluctuates with responses from MOs on DPOD's information work to the public, where 2 of 13 MOs agree, 11 partly agree that DPOD has been good at informing the public regarding results from the Disability Fund. Thus, there is a potential to increase the reach of the already well-composed annual reports, that also gain positive remarks from the MFA during the annual negotiations.

**Strategic communication:** Since August 2022, communication activities have been carried out by a communications consultant, covering national and international communication 50/50 with an aim of integrating communication activities better in DPOD. Previously, the communication activities were undertaken by international staff with other roles and backgrounds, and support from the (national) communications team was limited. There are no clear results on this yet, but DPOD has noticed a larger attention to the international development agenda among DPOD staff not working directly with this. DPOD plans to assess the current communication practice prior to implementing new initiatives such as rethinking the international newsletter.

DPOD also has a communications plan for international development, which integrates with DPOD's overall strategy and action plan, where 1 of 7 focus areas is Leave No One Behind (LNOB). The SDG principle of LNOB is a core argument when DPOD communicates on the importance of international development cooperation externally, particularly in dialogue with mainstream development organisations on how to ensure disability inclusion in development work.<sup>34</sup>

**MO information work:** DPOD supports MOs in their information work through a designated modality (PRO fund), specifically for communications and information activities in Denmark. It allows MOs to apply for funding up to DKK 200.000. The size of the PRO fund depends on the use of information work in DF applications, as the spending on information work in Denmark may not exceed 2 pct. of programme and project activities.<sup>35</sup>

MOs use the opportunities to do information work and in the period 2019-2022, 31 pct. of regular DF grants included information work (33 of 106 grants in total). Additionally, 9 information projects have been granted in 2019-2022, bringing it to a total of 42 projects including information work.<sup>36</sup> The requirements for PRO applications include that the target group for the information work must go beyond MOs own members, whereas this condition does not explicitly apply to DF fund applications.

The dependency on the DF grants creates some level of uncertainty of the size of the fund every year, which makes planning difficult for MOs. The pressure on the DF is not making this issue smaller. However, as the PRO fund is a way to create an extra opportunity to apply for information work funding, the RT considers that the current model is the best possible solution at this point in time, given that administration and MO requirements are kept at a minimum.

MO capacity to communicate is mixed. In some organisations, MOs have designated communication consultants, that may or may not have knowledge on international development work. In other MOs, there is no staff working with communication and information work.

---

<sup>33</sup> DPOD has 8000 followers on Facebook, but the communication here is predominantly focused on disability issues in a Danish context. On the DPOD LinkedIn profile (3000+ followers), however, international stories are communicated more frequently.

<sup>34</sup> See section 2.7., in the report on mainstreaming.

<sup>35</sup> See 'Retningslinjer for forvaltning af tilskudsmidler fra Udenrigsministeriet til puljeordninger og netværk'.

<sup>36</sup> See annex 10 for information work grants.



When asking the MOs, 1 of 13 agree, 9 partly agree, 3 disagree that MOs have been good at informing the public regarding results from the Disability Fund. This highlights a need to strengthen the capacity of MOs on communication.

DPOD is already well equipped to undertake its own communication work, and with the recent upgrade on this in the international department, the RT suggests that DPOD uses this opportunity to extend its expertise to MOs through e.g., training, tools, after work meetings on communication, press, social media, video, photo, and/or bridge the existing MO communications network with information work in an international development cooperation context. Furthermore, the RT suggests that DPOD prepares a proposal for a financial model for MOs and/or partners contributing to communications activities, initiated by DPOD.

**Box 6: Spejderhjælpen / Danish Guide and Scout Aid Foundation**

DPOD has collaborated with Spejderhjælpen /Danish Guide and Scout Aid Foundation since 2015. First in a partnership in Rwanda on developing inclusive schools for children with disabilities. Later, Lev, DH and Spejderhjælpen collaborated on a project in Ghana, where awareness raising and inclusion of children with intellectual disabilities in the local community was the aim.

Communication and engagement of Danish guides and scouts was a key component in the project. The funds for the project were based on money earned by scouts doing good deeds and helping others in their local community. Spejderhjælpen was satisfied with the collaboration and consider the mainstreaming component of creating awareness of disability issues among guides and scouts as highly relevant.

### 3.2. Popular engagement

As mentioned previously, 2 out of every 5 MOs are (or have been) engaged in international development cooperation via the DF in recent years. The number is somewhat stable.

Substantial time is spent on advising and guiding the very active MOs. All internationally active members consider the advisory from DPOD as good according to the member's survey. However, in interviews, it was highlighted, that some of the bigger or more active member organisations do not need the detailed advisory on their projects. However, smaller and more volunteer-based member organisations indicated that they highly appreciate and learn from the comprehensive advisory from DPOD fund advisors.

This opportunity could be expressed further to soon-to-be-active MOs by introducing an outreach and introductory fast track to small MOs requesting support and advisory. Competition and lack of funds in the pool may reduce motivation to apply for funding – not only for already engaged MOs, but also yet-to-be-active MOs. If such an MO wishes to explore the opportunity of international development cooperation, they will most likely also want the opportunity to develop their own capacity in this field. However, if the competition for funds above DKK 500.000 continues, there is a dilemma between motivating new or smaller MOs to apply for funding on one hand and granting the funds for projects designed by experienced and already active MOs. Thus, ringfencing smaller applications does not solve the issue of MOs wanting to progress from small to medium size projects.

The complexity of international development cooperation, disability and CSO engagement and volunteering require a unique skillset from DPOD advisors. Although experience is present in the international team, according to the staff self-assessment survey, there may be a need to assess and consider how to strengthen its own capacity on voluntary effort and engagement in the context of the disability movement.

**Engagement strategy:** according to internationally engaged MOs, 5 of 13 MOs agree, 6 partly agree and 2 disagree that DPOD gives the right support and advice to MOs to work with engagement in a development context in Denmark. This indicates that DPOD can do more to support engagement.

DPDO is currently developing an engagement strategy where an overall idea is to differentiate the MOs' opportunities to engage. During 2021, DPOD conducted interviews with 11 internationally active or formerly active MOs. Furthermore, DPOD formed a monitoring group and conducted a workshop in 2022. According to DPOD, it administrates the engagement strategy. The goals are to engage more MOs and individuals in the Global Disability Programme, making it crucial to create ownership of the strategy among MOs and their constituencies. One MO did not consider the strategy as relevant and mentioned that another MO chose not to participate in the workshop. The RT notes that the process until the time of review did not motivate MOs as much as needed to make the strategy relevant for all existing MOs. Additionally, only few not previously active MOs were involved in consultation. However, the RT finds it relevant to proceed with the development of an engagement strategy, as the main target groups are MOs expected to become engaged shortly, as are their constituencies (more so than larger and already engaged MOs.)<sup>37</sup>

According to the Process Action Plan, a draft strategy is expected to be finalised by end of March 2023. However, the DPOD Strategic Framework indicates, that the focus includes sustainable engagement and new forms of volunteering and participation that may cater for a different target group than the current DF grant holders. Furthermore, the RT suggests that DPOD considers exploring a way to "encourage and reward" voluntary effort by e.g., converting volunteer time allocated in project into extended funding opportunities.<sup>38</sup>

**Not previously engaged MOs:** As already indicated, DPOD wants to support and encourage MOs who are not yet engaged in international development cooperation. However, there are many barriers to cross for successful engagement to happen.

MOs' priority is usually focused on issues in Denmark, therefore especially smaller OPDs have less interest and capacity allocated to consider international development cooperation. Complex guidelines, formats, and procedures for receiving funds from the DF do not encourage such small organisations. However, MOs not previously engaged usually don't know in detail, what it takes to apply.

When asked what it take for the MOs to engage in international development work, 7 out of 12 responded, that **resources including sufficient funds** for staff is needed. 3 MOs state that **interest** in development work needs to increase, compared to now. 2 MOs would like more **advice from DPOD** on this. And one MO has recently applied but continue to see the funding of staff as a challenge.

Some smaller MOs are interested but lack resources and good arguments for their member base. They need input as to how to recruit relevant volunteers, and several smaller MOs do not know their way forward.

Small projects do not allow for substantial funds for designated staff in Denmark. Therefore, it is difficult to attract experienced personnel within international development as the profile will need to cover other roles in the organisation. Alternatively, engagement should come from volunteers. If so, this also requires a level of leadership and coordination. Another model is for the smaller or less experienced MO to gain project support by being engaged via other MOs. This is already the case for 7 of the 14 internationally engaged MOs. The RT did not specifically investigate the MO engagement via other MOs. However, the RT suggests that DPOD and MOs assess the quality and development over time of MOs' involvement via other MOs, including the capacity progression of MOs wanting to become self-administrating. This may also inform the decision on whether DPOD should offer administration of projects, as suggested.

In 2018, DPOD invited interested MOs on a 'discover Rwanda' field mission with 5 participating MOs. The mission was considered very successful and let to new partnerships between several MOs and their partners

---

<sup>37</sup> The target group was not explicitly specified in the draft engagement strategy shared with the RT.

<sup>38</sup> One example of such a model is the Roskilde Festival: <https://www.roskilde-festival.dk/da/service-and-trade/associations/>. DPOD should investigate if such a scheme is permitted under the most recent MFA guidelines.

in Rwanda.<sup>39</sup> Part of the learning was, that there was a need for further follow-up such as proposal writing workshops, advisory sessions etc. The experiences from Rwanda will be used when similar events are planned to take place in a new potential partner country in 2024 and tentatively in Nepal in 2024. The RT supports this plan.

*Recommendation 7: DPOD should differentiate advisory services of member organisations to meet different forms of engagement. An engagement strategy is useful if grounded among active MOs, including those expected to be active shortly. This could be done, for example by:*

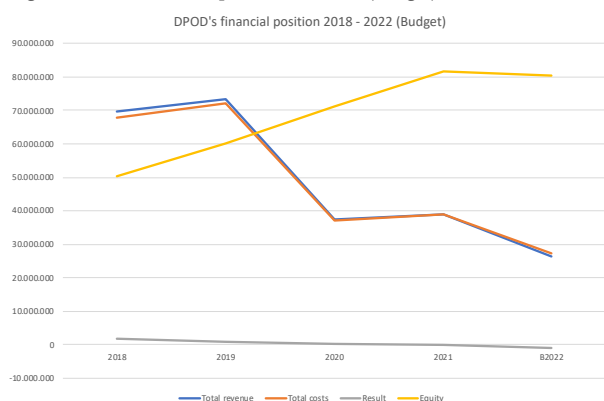
- Ensuring capacity and provision of adequate support on volunteer engagement and leadership within DPOD
- Different engagement opportunities for MOs, provided via the Global Disability Programme (e.g., “Discover” missions, episodic engagement, engagement via other MO or DPOD)

## 4. Financial management

### 4.1. Organisational and financial management set-up

FL §06.33.01.12 (Danish Disability Organizations (Danske Handicaporganisationer)) provides the legal basis for MFA grants to DPOD. DPOD’s audited financial statements over the past years shown in fig 4.1 show that criteria for inclusion of income from the DF in DPOD has changed from 2019 to 2020 where DPOD in the income statement is now only posting own revenue and expenditure related to the DF<sup>40</sup> (also see recommendation 9 below). At the same time equity has risen with app. DKK 10.000.000 a year as DPOD is gradually shifting funds from a property account in the financial statement to the equity account in the

Fig. 4.1: DPOD’s financial position 2018-2022 (Budget)



Source: Audited financial statements 2018-2021 and approved budget 2022

financial statement as DPOD is gradually being released from a clause of not being allowed to sell the HQ. Over the years, DPOD has only budgeted income and expenditure from the DF excluding transfers to partners while the accounting figure in the financial statement also includes transfers<sup>41</sup>. This practice should be reviewed to have the same principles apply for both budgeting and accounting figures. MFA total grants to the Global Disability Programme over the period have been constant at 43.5 million DKK and further growth in the DF is not expected towards 2025.

In 2023 the finance management team in DPOD have implemented a new financial management system Uniconta replacing Navision. The old Navision is kept

live to conclude financial reporting for 2022 and will serve as a database for financial transactions in previous years until it can be closed in the future. DPOD operates a database and has provided the RT with various data. However, the database is not adequate for further modernizing the grant administration process and DPOD is considering implementing the same database which is operated by CISU. The RT has not learned how far DPOD has come in the decision process.

The eventual implementation of the new database will allow DPOD to introduce new grant management workflows which are fully digital to the benefit of applicants and DPOD. This is particularly interesting for case handling of applications to the DF and the subsequent administration of approved grants to MOs. DPOD can investigate whether integration functionality has been or can be developed between the database

<sup>39</sup> Some partnerships did not last, but this was not due to the Discover Rwanda-initiative.

<sup>40</sup> Data used in the figure are shown in Annex 7 together with further information of DPOD financial management.

<sup>41</sup> From 2022 DPOD is using Fair Share to calculate the budget and accounting amounts.

and Uniconta which could allow to, for example, make payment processes more effective so that once a payment has been generated and approved in the case handling system it can be pushed to the financial management system for further processing. Integration between the database and Uniconta could also allow for easier accounting of project expenditure. Many of the manual steps in the current workflow will be digitalized and this will benefit transparency in the workflows and the ability to introduce more effective validation and approval processes in the overall case handling process.

Staff in DPOD has been stable over the period where a controller is dedicated 66 % to the financial administration of The Global Disability Programme and charged accordingly against The Global Disability Programme. Also, a bookkeeper assists with the administration, including payroll. The salary of the finance director of overall DPOD is not charged against the DF.

#### **4.2. Compliance and internal controls**

The financial management area and the handling of grants from DPOD to MOs and partners in the South is guided by a rich library of documentation, manuals, and guidelines. The RT assesses that the handling of the life cycle of projects supported by the DF is very well supported by DPOD, and that guidance material complies with the Danida AMG<sup>42</sup>.

The DPOD's programmatic and financial management support to MOs and partners is very good as evidence by several MOs and during the grant application process support is provided to applicants to ensure that applications comply with the DF guidelines. During project execution guidelines and templates for reporting and auditing are also complied with. During the field (and virtual) visits in Denmark, Nepal and Rwanda this impression was confirmed and all interviewed staff (MOs and local partners) in the financial management area had a clear understanding of the process flow regarding preparation of application, initiation of projects, including the establishment of formal partnership agreements, flow of funds, reporting requirements and eventual auditing of activities. DPOD support to MOs have included support with regards to the application of the "fair share" concept which has been troublesome for many smaller MOs as the concept involves adjusting funds budgeted funds for example administration by the end of the year if the execution of grants changes in relation to planning and budgets. The RT has learned that DPOD, CKU and CISU have been put in charge of preparing a "Fair Budget" version of the model. One possible version would allow for smaller MOs to adopt a rolling 3-year average version of the "fair share" model. This would ease the administrative burden for small MOs if the execution of grants evolves differently from what was budgeted, thus addressing one of the major challenges facing small MOs. DPOD itself has implemented "fair share" without major difficulties.

Many of the partners in the South are characterized by weak organizational structures and may not all have sufficient staff in the area of financial management to ensure a proper 4-eye verification and validation process of all financial transactions. However, the RT validated that critical elements of the financial flows, including ensuring that a budget line is available for a given expenditure, approval of the expenditure by staff in relevant positions of authority, and payment, are performed satisfactory in the assessed projects and activities. This includes sufficient segregation of duties when committing and spending financial resources.

The current DF database holds important information on approved projects but has limited ability to support digital workflows, including workflow management where, for example, messages can be pushed to case handlers when tasks are pending. The possible use of the new (CISU) database<sup>43</sup> and possible integration with Uniconta would provide an opportunity to fully support all the workflows from grant application to grant management. This in turn would allow for a more transparent overview of the grants and cases and the ability

---

<sup>42</sup> Also as per "ToR for tilsynsbesøg ved puljeorganisationer", <https://um.dk/danida/samarbejtpartnere/civ-org/adm-ret/puljeordn> and "Retningslinier for forvaltning af tilskudsmidler fra UM til puljeordninger og netværk", September 2022.

<sup>43</sup> DPOD is considering implementing the system if the current proposed cost can be lowered.

to formalize internal controls in the systems all the way to the individual project level. The RT encourages DPOD to ensure that these considerations are included in the preparation of the possible implementation of the database.

### 4.3. Budget management

A fundamental requirement for generating adequate reporting is that financial registrations are properly structured and coded. The expenditure Chart of Accounts is unchanged in the Uniconta system and is structured in three segments; i) standard economic classification, ii) case # and country, and iii) cost category in accordance with the Danida Budget model. The CoA does not contain a results framework segment. Thus, coding of the expenditure in DPOD's financial management system does not contain a direct link to the outcome level in program's recent results framework. Therefore, detailed budget and financial reporting on outcomes cannot be generated automatically from the financial management system. Reporting on outcomes must be generated manually by examining each case (grant) and compile/estimate aggregate budgets and expenditures against relevant outcomes in the results framework of the Global Disability Program. This challenge is compounded by the fact that applications to the DF also do not link their budgets to the Global Disability Program's results framework under the current practice. DPOD has overcome this by maintaining that all MOs and local partners are aggregated under Outcome 1 - DF. However, as pointed out under recommendation 1, enriching the understanding of how projects and activities contribute to the overall achievement of DF objectives requires adjusting the procedures for financial registration of project budgets and accounting.

Should DPOD embark on the implementation of the new project database, it is encouraged to request i) that applicants link both the application budget to relevant outcomes in the Global Disability Program and ii) that project accounting be registered in the database, linked to the outcomes and supported by the uploading of regular financial reporting and audited financial statements.

The RT recognizes the reservations expressed by DPOD and MOs regarding a financial management model where budgets and expenditures are more precisely registered against outcomes. Such reservations are justified because this would impose additional administrative requirements on grant holders, and while some partners already use advanced accounting systems, other (smaller) partners do not. The additional administrative burden on grant holders should be balanced against the benefits of improving the understanding of how grant holders contribute to achieving the overall outcomes of the Global Disability Program.

Therefore, the RT recommends that DPOD prepare a study to investigate the possibilities for a more precise registration/estimate of budgets and expenditure against outcomes under the Global Disability Program. Simple criteria should be established to determine in which cases the allocation of budgets and expenditure should be based on precise registration in the financial systems of MOs and partners, and in which cases the distribution of budgets and expenditure on outcomes can be based on estimates.

Further, the RT recommends that DPOD, as part of the study, indicate possibilities to adjust the CoA in Uniconta to include a new segment that allows for registering outcomes associated with budgets and expenditures. Further, a possible new database should be configured so it becomes mandatory for applicants to distribute their application budget and subsequent expenditure accounting in accordance with outcomes.

*Recommendation 8: DPOD should, in collaboration with MOs and partners, prepare a study for the purpose of improving precision in the reporting of budgets and expenditure against the outcomes of the Global Disability Program and especially the DF results. One of the actions to be considered is that DPOD should add an outcome segment to the Uniconta CoA, where such a segment should be populated by outcomes found in the results framework of the Global Disability Program. If DPOD implements a new grant management system, the digital workflow in the grant management cycle should link application budgets to outcomes under the Global Disability Program. Likewise, if grant application is successful, and when digitally possible, financial reporting should equally be linked to outcomes.*

Implementing the recommendation will further require that DPOD reviews and updates manuals and guidelines to assist applicants navigate the new financial model, including a possibly new grant management system, and ensure that budgets and accounts are prepared accordingly. This review could also include guidance to Mos and partners regarding the use of the “Fair Budget” model for smaller organizations once finalized by DPOD, CKU and CISU.

#### 4.4. Financial reporting and monitoring

DPOD maintains two separate sets of account reporting in the handling of the funds in the Global Disability Programme. One set of accounts is expenditure based (udgifts-/udbetalingsbaseret) and another is based on commitments (tilsagnsregnskab). This is necessary because grants and projects can run and be expended across multiple years and because the total multiyear commitment is deducted from the available funding in the pool in the year it is granted. Consequently, the annual reports of the Global Disability Programme presents both expenditure accounting and accounting of commitments. The RT finds the handling of the two sets of reporting satisfactory with reconciliation between bank balances and both sets of accounts carried out satisfactorily.

DPOD prepares a separate report for the DF (for example “Regnskab for Handicapuljen 2021”) as required by MFA. The current consolidated audited financial statement of DPOD (See for example “Danske Handicaporganisationer - Årsregnskab 2021)) includes accounting for DPOD revenues and expenditure related to the DF. However, the calculation of the figures presented is not presented in detail and makes the figures difficult to understand (and the notes in the financial statement are not sufficiently detailed). Reconciling the figures in the DPOD financial statement against the financial statement of the DF is also not possible based on the available material.

Overall, the DPOD audited financial statement does not provide an easy-to-understand overview of execution of the DF and transparency across the two financial statements (DPOD overall and the DF) should be improved. Not the least, DPOD could improve the transparency and overview regarding the calculation of funds expended by DPOD itself from the DF. DPOD should use the same principles for presenting the budget AND the financial statement.

##### *Recommendation 9:*

*DPOD should adjust the way in which it presents the overall DPOD financial statement, in an effort to improve the transparency of its interrelation with the Global Disability Programme. The RT recommends two alternatives, or a combination thereof:*

- *DPOD could bring all spending under the Global Disability Programme into the income statement (as DPOD is overall accountable to MFA and as was done before 2020) and present an improved overview of the composition of spending of the Global Disability Programme; or*
- *Improve the notes in the DPOD financial statement so it is easier to understand how the income statement is impacted by the administration of the Global Disability Programme, including the DF, and how corresponding revenue and costs are calculated, including a multiannual table explaining the dynamics of the administration of the Global Disability Programme and the total grants received from MFA.*

The RT team finds that DPOD carries out regular financial monitoring of projects. Also, MOs have implemented regular financial monitoring as evidenced by the field visits in Nepal and Rwanda and as evidenced by Danish MOs. The RT has had access to view monitoring reports and the monitoring plan prepared by DPOD. It is noted that in some instances financial monitoring is overlapping with Mos, for example between DPOD and DHF. The RT suggests that DPOD prepare an improved financial monitoring plan which to a higher degree will consider monitoring by stronger MOs and be based on a risk assessment identifying weaker MOs and their local partners as targets of DPOD overall financial monitoring. Also, DPOD could focus more on monitoring performance (including Value for Money) and compliance while leaving financial monitoring to the MOs. The RT finds that both DPOD and stronger MOs carry out due

diligence assessments of new and existing partners in connection with the grant approval process and dedicate resources to capacity building of weaker partners as exemplified by both Lev, DAB and DHF.

#### 4.5 Audit, Value for Money and Cost efficiency

MOs and local partners have provided a wide array of audited financial statements and management letters for activities funded by DPOD and the RT have not identified areas of concern. In fact, most of the auditors interviewed in Nepal and Rwanda demonstrate high abilities not only to perform financial audits but also Performance and Compliance audits<sup>44,45</sup>. The RT has examined several local partner annual organisational audits (statutory audits – lovpligtige) as well as special purpose audits (of activities funded by DF). The RT finds that resources in many cases could be used more efficiently by relying on financial organisational audits<sup>46</sup> (thereby also verifying that duplication of expenditure/double invoicing of activities is not taking place) and use special purpose auditor resources to carry out performance and compliance audits. Most of the ToR for special purpose audits of DF funded activities do indeed make reference to elements of Performance/Value for Money and Compliance considerations, however, the RT finds that Performance/Value for Money and Compliance analysis in all, but a few cases are unsatisfactory. However, the RT wishes to stress that the RT has found no evidence of excessive levels of salaries, administrative costs or per diems. Also, procurement procedures in partner institutions are consistent with good practices. Nevertheless, assessments of whether DF funded activities provide Value for Money in terms of costs of achieved outcomes and results are absent.

##### *Recommendation 10:*

*DPOD to consider adjusting financial management policies to i) make use of existing statutory audits (adjusted when necessary due to issues of periodicity) whenever deemed possible; and ii) make use of local auditors to carry out Performance and Compliance audits, in order to*

- *minimize transaction costs and the burden borne by beneficiary institutions; and*
- *focus on Performance and Compliance issues rather than standard financial audits on those occasions when the statutory audit meets MFA requirements.*

Implementation of this recommendation will require further analysis by DPOD to identify where use of organisational audits is possible and will also require that DPOD develop a set of ToR for special purpose auditors to carry out Performance and Compliance Audits. It is also noted that it can be difficult to find local auditors who can carry out performance audits in a satisfactory manner, while the capacity to carry out compliance audits is often higher thus certainly justifying an increased focus on doing special purpose compliance audits. The previous recommendation regarding strengthening of project budgeting and accounting on funds under the Global Disability Programme, including the DF, against outcomes will also be an important element in this context. The RT suggests that DPOD consider using NUDOR in Rwanda and NFDN in Nepal as pilot institutions and that implementation of the recommendation possibly be part of the transition plan discussed earlier.

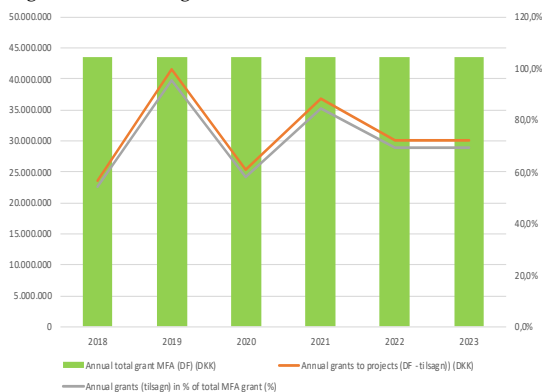
---

<sup>44</sup> A performance audit will include the same elements as a Value for Money Audit. A compliance audit will assess the organizations' adherence to regulatory guidelines, including procurement and provide recommendations relevant for partner capacity building in the administrative and financial area.

<sup>45</sup> For example, interviewed auditors (NFDN, PFPID and NAB) in Nepal are members of ICAN and has received the highest certification level and are involved in performance auditing with other clients. In Rwanda, for example, the auditor of RUB is founding member of the Rwanda Association of Certified Accountants adhering to international auditing standards. It is noteworthy, the Government of Rwanda already tenders out performance audits to the private sector and the RUB auditor has carried out several of the Performance audits for the Rwanda Auditor General.

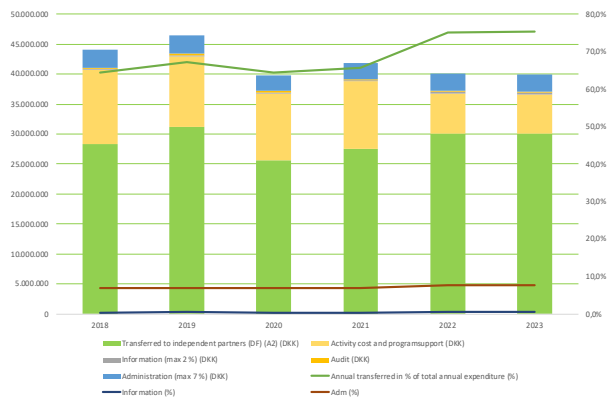
<sup>46</sup> MFA has a set of requirements which must be observed regarding the use of organizational audits instead of special purpose audits, and these are in many cases already– or could easily be - integrated in organizational audits. The MFA requirements include that the audit must specify income and expenditure for the Danish funded activities in the notes to the financial statement, and the particular requirements linked to the Danish funded activities are included in the audit.

**Fig. 4.2: MFA annual grant versus DF commitments**



Source: Audited financial statements 2018-2021 and approved budget 2022

**Fig. 4.3: Annual expenditure**



Source: Audited financial statements 2018-2021 and approved budget 2022

Based on data in DPOD’s annual accounts for the DF the RT has prepared the figures below to discuss cost efficiency and the share of the pooled funds that are being transferred to independent partners. Figure 4.2 shows that more than between 55 % and 95 % of the annual pooled funds are granted/committed to independent partners (using the term from A2 in the Danida Budget Model “Overførsel til Uafhængige Partnere”). Comparable figures are obtained when applying accounting data for expenditure in figure 4.3 where annual transfers to independent partners are between 64 and 75 % of annual expenditure and which also shows that expenditure on administration and information (oplysningsaktiviteter) lie within their respective limits of 7 % and (well below) 2 %.

These figures are reasonable, but it is necessary to continuously monitor how much of the DF reaches target groups in the south and the RT suggests that monitoring of the figures could supplement the considerations regarding the calculations of DPOD’s own expenditure out of the Global Disability Program that was presented in section 4.4 and could also be a fixed element in the annual DF report.

#### 4.6 Anti-corruption and policy compliance

DPOD has provided access to a library of documents where DPOD describes its policies and guidelines with regards to anti-corruption as well as policies regarding PSHEA, HRBA etc. The RT is left with a very positive impression of the array of policies. The RT has reviewed guidelines for applicants as well as several contracts with MOs and partner organizations to assess initiatives to curb corruption. The RT finds measures satisfactory. Nevertheless, C-cases do appear. Currently DPOD has four C-cases in process. DPOD informed that it has recently opened a whistle-blower arrangement which is also open for MOs and local partners.

The RT also finds that provisions to prevent and respond to risks around sexual exploitation, abuse, and harassment (PSEAH) and other forms of unethical staff behaviour is satisfactory. The RT learned of no incidences of unwanted behaviour during field visits and meetings with DPOD. It is also noted, that the MFA finds it useful if DPOD prepares a full library of guidelines and policies in the areas of compliance (anti-corruption, PSEAH, codes of conduct etc.) as required by MFA, which could be reused by MOs in their agreements with partners in the Global South. MOs would thus not have to develop policies and guidelines on their own in this area.



**Annexes:**

Annex 1: Terms of Reference for the Review and Capacity Assessment

Annex 2: Persons interviewed and consulted

Annex 3: Extracts from survey among DPOD staff

Annex 4: Survey among Member Organisations regarding the Disability Fund.

Annex 5: Additional information regarding the RT's visit to Rwanda.

Annex 6: Additional information regarding the RT's visit to Nepal.

Annex 7: Financial management

Annex 8: Input regarding results framework

Annex 9: Newsletter subscribers - Internationalt Nyt fra DH

Annex 10: Information work grants 2019-2022

## Annex 1: – Terms of Reference

Regarding “Review of Center for Church-Based Development (CKU) and Disabled People’s Organisations Denmark (DPOD)”

The Consultant must perform the Services in accordance with the Client’s requirements.

The Consultant must also perform the Services in accordance with the Consultant’s description stated in Appendix 3C.

### 1. Background and context

In keeping with the guidelines for the administration of grants financed by the Ministry of Foreign Affairs of Denmark (MFA) to pooled funds and networks, the MFA wishes to initiate a joint review and capacity assessment (hereafter: “review”) of Center for Church-Based Development (CKU) and Disabled People’s Organisations Denmark (DPOD).

### 2. Presentation of CKU and DPOD

CKU and DPOD manage pooled funds on behalf of the MFA that finance development projects implemented by member organisations in collaboration with local partners from the Global South.

CKU and DPOD’s support to members can be divided into three interconnected sub-categories, namely: *Project support* provided by the organisations as fund managers, *capacity building* provided by CKU and DPOD as knowledge centres and *collective advocacy* provided by CKU and DPOD as networks for their member organisations, consisting of, respectively, faith-based and disability organisations in Denmark that engage in development cooperation.

#### Center for Church-Based Development

CKU is an umbrella organisation for 38 Danish churches and church-based organisations working with development in close to 40 developing countries. CKU member organisations have 23.000 volunteers, 47.000 members and 187.000 members in the churches plus the members from the state church. These member organisations implement projects in partnerships with local churchbased organisations in the Global South, supported by CKU through financing, advisory and administrative services. Members of CKU represent a wide array of different church traditions, target groups, and ways of operating.

In CKU’s strategic plan for 2022 CKU define the following crosscutting strategic priorities for their support: i) Public engagement and volunteering, ii) the field of religion and development including the role of religious and faith-based actors towards sustainable development, iii) the Sustainable Development Goals (SDG), iv) Freedom of Religion and Belief (FoRB) and v) gender equality.

In addition to direct project support, CKU facilitates two global, cross-cutting *learning initiatives*; one on the role of diaconal action and one on FoRB. All three global learning initiatives involve targeted access to financing, thematic research, knowledge sharing, capacity building and expanded partnerships with other church-based networks from the global south.

In recent years, CKU has taken steps towards making their services more accessible, transparent and inclusive. Progress so far includes the introduction of redefined roles and mandates for the secretariat and grant committee as well as new and more simplified application processes. The work continues, and in 2022 CKU plans to develop an online membership platform to further simplify the application process. Another priority has been to make more resources available to members. CKU’s role as fund manager has been performed under high demand relative to available funds and so securing additional funding, also from international donors, forms part of CKU’s strategy to make funding more accessible to members.

CKU is an independent legal and administrative entity, established and owned by its member organisations. CKU is managed by a secretariat that acts on behalf of a general assembly of members. The general assembly approves accounts, budgets, annual plans and applications for membership. Six representatives are elected by the general assembly to sit on a board. Board members serve a four year term alongside an alternate serving a one year term and an external consultant serving a two year term. The board meets four to five times a year to decide on the long-term strategy of CKU, to develop budgets and work plans, to provide guidance for the secretariat and to follow up on progress and results. The secretariat currently counts approx. 18 staff including one director.

### Disabled People's Organisations Denmark

DPOD is an umbrella organisation, established in 1934, consisting of 35 member organisations with 340.000 members across member organisations. DPOD represents people with all types of disabilities – visible and non-visible – from brain damage and arthritis to developmental disabilities and mental illness. Besides domestic affairs, DPOD engages in efforts that serve to promote and protect the rights of persons with disabilities in developing countries with a focus on advancing access to rights and inclusive policies for persons with disabilities, who are amongst the most vulnerable. DPOD is an active partner in Danish development cooperation through the Global Disability Programme with activities in approximately 25 developing countries. DPOD expands the knowledge of the Convention on the Rights of Persons with Disabilities, and works to reach the UN Sustainable Development Goals.

The Global Disability Programme includes three main focus areas: 1. Partnerships in the Global South, 2. Popular support in Denmark and 3. The policy work on the inclusion of people with disabilities in development cooperation. DPOD supports partnerships between Danish disability organisations and like-minded organisations in the Global South in two ways: Through *the Danish Disability Fund*, administered by DPOD and in *own supporting activities through partnerships with national federations of organisations of persons with disabilities*, currently in Ghana, Rwanda and Nepal.

In DPOD's Strategic Plan for 2022, the organisation has identified three cross-cutting strategic priorities i) Stronger disability movements in the Global South, ii) International engagement among Danish disability organisations and iii) Inclusion of people with disability in Danish development cooperation.

In recent years, DPOD has had a strong focus on localisation, operationalisation of “Leaving Noone Behind” (LNOB) and public engagement. Significant progress has been made e.g. with a stronger focus on Danish organisations' added value in DPOD's new partnership policy. Going forward, DPOD's policy programme takes a more strategic approach to other development policy actors in Denmark, including in civil society, to promote inclusion. Moreover, DPOD is developing a strategy for public engagement to encourage member organisations' involvement in e.g. advocacy on policy agendas.

The highest authority of DPOD is the Board of Representatives. The Board of Representatives determines the DPOD's overall policy. The Board of Representatives consists of the affiliated organizations, group members, the Association of Young People with Disabilities and three representatives from each of the five regions, elected by the departments in the regions. The members of the Board of Representatives may each send one voting representative to the meetings of the Board of Representatives. The Executive Committee is responsible for DPOD's activities between meetings of the Board of representatives and consists of a Chair, a vice Chair and five members elected by the Board of Representatives. In addition, the current Chair of the Association of Young People with Disabilities may participate as an observer in the work of the Executive Committee. Elections for Chair, vice Chair and Executive Committee take place every other year. The day-to-day management of DPOD is entrusted to a secretariat. The secretariat currently counts approx. 35 staff members with seven full time and two part time employees and one student in the international department as well as two supporting staff in Rwanda and Nepal.

#### 4. Engagement with the MFA

CKU and DPOD pooled funds are financed by the MFA from [finance act account § 06.33.01.12](#). Both funds are to be managed in accordance with the [guidelines for the administration of grants financed by the MFA to pooled funds and networks \('Retningslinjer for forvaltning af tilskudsmidler fra Udenrigsministeriet til puljeordninger og netværk'\)](#). These guidelines define the administrative requirements that each fund manager is held accountable to under supervision by the MFA.

Between 2017 and 2021, MFA grants to CKU and DPOD were based on Denmark's previous Strategy for Development Cooperation and Humanitarian Action, *The World 2030*. This strategy highlights that managers of pooled funds financed by the MFA, such as CKU and DPOD, through their member organizations should play a key role in maintaining broad popular engagement in civil society activities related to development issues within all 17 SDGs. *The World 2030* calls on pooled fund managers to simplify procedures and requirements for applicant organisations, so that they are proportionate with the nature and scope of the initiatives and capacity of the organisations they seek to support (referred to as the "simplification agenda").

Current support to CKU and DPOD is based on Denmark's strategy for development cooperation 2021-2025, *The World We Share*.

##### Center for Church-Based Development

The MFA, through the Department for Humanitarian Action, Civil Society and Engagement (HCE) provides DKK 25 million annually to CKU's pooled funding mechanism 'the CKU pooled fund'. The purpose of the CKU pooled fund is to support churches and church-based actors in the global south to uphold their diaconal responsibilities and participate as active, constituency-led and civil society actors who create long-term changes in the communities they represent. The pooled fund allows CKU members to apply for up to DKK 1 million for smaller development activities.

5 of the total DKK 25 million provided annually by HCE to the CKU pooled fund are distributed through a separate FoRB funding window that support targeted efforts to increase respect for and protection and promotion of freedom of religion or belief. Funding from the 'FoRB window' can be applied for by Danish civil society organizations, both faith-based and non-faith-based, and does not require membership of CKU. It is possible to apply for up to DKK 3 million for projects.

In addition to the CKU pooled fund CKU manages two individual project grants; one to train local leaders and human rights defenders on FoRB in Indonesia (DKK 4.2 million) and one to strengthen social cohesion and civic engagement across religious divides among young people in Lebanon, including displaced young people from Syria (DKK 5.5 million).

Further to this, CKU is also a part of the steering groups for the Danish Forum for Freedom of Religion and belief hosted by the MFA. CKU also coordinates the Danish Network on Religion and Development where the MFA is represented.

Finally, in 2022, CKU – together with the Danish Trade Union Development Agency (DTDA) – launched the Global Engagement, Sustainability, Education and Cooperation fund, *GLOBUS*. The GLOBUS fund supports educational exchange and circular economy projects that seek to engage Danish students and apprentices in the SDGs and in international development cooperation. GLOBUS is financed by the MFA and receives an annual grant of DKK 18.8 million. GLOBUS replaces a previous funding facility managed by CKU *Recycling for Development* (RfD).

### Disabled People's Organisations Denmark

The MFA, through the Department for Humanitarian Action, Civil Society and Engagement (HCE) provides DKK 43.5 million annually. DPOD manages the Danish Disability Fund of approximately 29 million on behalf of the Ministry. Moreover, DPOD is able to spend 20 percent of the total grant on the organisation's own supporting activities.

The Disability Fund supports the Danish disability organisations' international development commitment. The pool is adapted to the disability organisations' special conditions for and experiences with rights-based development cooperation. The Danish disability organisations cooperate with organisations and movements in developing countries that consists of and represent persons with disabilities.. DPOD's member organisations are able to apply for grants up to 8 million and DPOD has independent grant competence of up to DKK 5 million DKK, as grants over 5 million follows the ministry's general grant procedures.

Disability is part of the development policy strategy "The World We Share" in a human rightsbased approach to development and in the priority of reaching the most vulnerable, where people living with a disability are mentioned specifically, ('Leaving No-One Behind'), especially in crises.

Moreover, the strategy states that Denmark will work to give a voice to people with disabilities.

### **5. Previous MFA assessments and annual consultations**

As stated in the guidelines for the administration of grants financed by the MFA to pooled funds and networks the MFA shall conduct reviews and capacity assessments of fund managers and their activities. This is done to assess fund managers' performance in delivering results under their agreement with the MFA. On a more regular basis, such reviews are supplemented by MFA financial monitoring visits, and once every year an annual consultation between the MFA and fund managers is held to discuss progress and results as well as programmatic, strategic and financial issues.

Furthermore an analysis across the different pooled funds supported by the MFA was conducted in 2021 ('Puleanalyse 2021') with a cross-cutting focus within the pooled funds on 1) Impartiality in the grant process and grant management, 2) Salary levels in Denmark, 3) Documentation of results and 4) Transparency (minimum requirements for IATI). The analysis identified a number of elements to be followed up upon – or ensure the practice of - within the pooled funds.

### Center for Church-Based Development

The last MFA review of CKU took place in 2017 with field visits to Tanzania and Burundi. The overall conclusion of the review is that CKU's pooled fund produces important results and that CKU delivers on the agreement with the MFA. The review describes how CKU's pooled fund creates outreach and mobilises a lot of volunteer resources, and that the pooled fund operates cost-efficient to support effective and sustainable activities at local level.

The review goes on to state that the financial and administrative capacity varies significantly among South partners visited in Tanzania and Burundi. For some partners, experience with CKU's grant requirements and with general principles of prudent financial management is limited. The same goes for knowledge about the tripartite project structure and awareness among South partners about the anti-corruption policy of CKU. Based on these observations, the review concludes that there is a continuous need for capacity development and follow up on activities at local level by CKU and Danish grant holders.

The review presents a number of recommendations to CKU and Danish grant holders including to strengthen financial monitoring of projects; to strengthen documentation of results at outcome and impact level; to support projects that are more strategic and linked to advocacy and organisational

development; to support more projects that work with federating groups and group organising at higher levels; to strengthen, in the application phase, the context/institutional analysis of how various partners are able to deliver and sustain their activities within different thematic areas.

The last financial monitoring visit to CKU took place in 2019. The overall conclusion by the MFA was that CKU ensured satisfactory financial management of funds received from the MFA and that CKU's management practices was in line with MFA guidelines. In a final report to CKU, the MFA financial monitoring team presented 18 recommendations to CKU including on budgeting, monitoring of partners and projects, internal reporting and financial management processes and manuals including on procurement.

The MFA's annual consultation with CKU for the implementing year 2020 took place during January 2022. In addition to discussions around financial management, results and future strategy CKU highlighted the issue of limited funds against high demand, the growing number of projects that focus on FoRB and progress on capacity building of members e.g. through elearning on PSEAH, anti-corruption, FoRB and other administrative and thematic aspects. Other topics of discussion included administrative closing of the RfD fund, religion and development, gender equality, climate action and launch of the GLOBUS fund.

#### Disabled People's Organisations Denmark

The latest review of DPOD concluded in May 2018. Overall, the review was positive vis-à-vis DPODs relevance, added value and progress made from 2014-2017 around organisational development and supporting umbrellas and sister organisations in the Global South. Moreover, the financial management procedures and systems were in place and appropriate and there were promising results, and progress in communication and public participation. The review encouraged DPOD take a more strategic and holistic focus to support member organisations and partners and strengthen cooperation and coordination and unleash more synergies. DPOD also needed to strengthen its technical assistance on gender analysis and education, as well as its focus on outcomes and accountability including documenting Convention on the Rights of People with Disabilities (CRPD) progress at national level and the real changes for persons with disabilities as right holders.

The review presents eleven concrete recommendations to DPOD, including to play a more proactive role vis-à-vis cooperation and coordination with MOs and partners; to ensure the linkages between the global, national and local interventions and engage more with alliances; to increase work to mainstream policies and programming related to people living with disabilities in international cooperation; to simplify processes and procedures; to allocate adequate resources and ensure that staff is assigned as responsible for priority areas and; to increase engagement of member organisations in development of e.g. policies, M&E frameworks, and popular foundation (i.e. public engagement) initiatives.

The most recent financial monitoring visit was conducted in November 2020. DPOD has a well described and appropriate financial management of funds received from the Ministry of Foreign Affairs, including that the Ministry of Foreign Affairs' guidelines are followed and that the general requirements for good management of grant funds are met. In their final report, the MFA monitoring team presented 10 concrete recommendations to DPOD, including recommendations on monitoring of partners and projects, internal reporting, and financial management processes.

The MFA's annual consultations with DPOD for the implementing year 2021 took place in December 2021. DPOD highlighted the continued focus on local leadership and localisation, and DPOD's increased advocacy efforts under the Global Policy Programme. Lastly, DPOD highlighted an expectation of increasingly high demand on the fund, especially caused by small and medium sized member organizations wanting to apply for more and more long-term partnerships.

## 6. Purpose

The review should stimulate learning and provide evidence for organisational development with a view to strengthening the relevance, effectiveness, sustainability and efficiency of CKU's and DPOD's work. Accordingly, the review should identify recommendations within each of the focus areas specified below, which will inform MFA's on-going dialogue with CKU and DPOD. The review will inform MFA's on-going dialogue with CKU and DPOD on both programmatic and financial matters.

## 7. Objective

The *overall objective* of this review is to assess CKU's and DPOD's capacity and performance in delivering results under their grants from HCE. Emphasis is on the role of CKU and DPOD as responsible, accountable and efficient fund managers, including their ability to facilitate projects that deliver sustainable results in the Global South through activities implemented in partnership between Danish grant holders and local partners. Emphasis is also on CKU's and DPOD's ability to strengthen public engagement in Denmark through their member organizations, as specified in the scope of work below.

## 8. Scope of work

### **Governance structure and organisational results delivery**

The review should assess the degree to which CKU's and DPOD's governance structures enable effective and accountable governance for setting and achieving results under their engagements with the MFA.

### **Fund management and capacity building for development cooperation**

The review should assess, if CKU and DPOD has the necessary expertise and systems in place to effectively manage their respective pooled funds with emphasis on their ability to deliver and track results in the Global South. More specifically, the review should assess:

- Guidelines and procedures – assess the extent to which guidelines, procedures and requirements are proportionate with the nature, scope and risk of the initiatives and the applicant organisations' capacity; i.e. whether the application procedure is appropriate and supports applications by a diverse group of member organisations.
- Relevance of support modalities – assess the relevance of the selection of support modalities offered by CKU and DPOD, including whether the modalities offered are suitable for actual and potential applicants and interventions, and whether the distribution of the fund's total budget between the various modalities and applicants are appropriate. Consider progression of grant holders under each pooled funding modality.
- Capacity development – assess the relevance and value added of CKU's and DPOD's counselling and capacity development services. Particularly the extent to which these provide applicants with the necessary capacity and skills to facilitate equitable partnerships with local partners and sustainable projects in the Global South, as well as the extent to which these affect the likelihood that new applicants, in particular, succeed
  - in pursuing their objectives. Consider the target group of each funding modality in terms of necessary capacity and skills to deliver quality engagements.
- Results in the Global South – assess deliverance and documentation of outcome-level results on the ground against stated goals and objectives, as well as the approach and capacity to promote sustainability and long-term results,.
- Quality of partnerships developed between Danish grant holders and their partners, as well as the value added by CKU and DPOD in supporting and strengthening such partnerships. This

includes the level of equality and accountability between the Danish grant holder and their partners. This also includes quality and sustainability of national and international partnerships and collaborations between DPOD and CKU respectively and umbrella organisations and networks in the Global South. This further includes an assessment of whether it would be desirable to enable collaboration with and support to social movements to support the purpose of CKU's pooled fund and DPOD's Global Disability Programme, including assessment of the interest of grant holders to collaborate with social movements.

- Fragile contexts – The capacity of CKU, DPOD and their member organisations to manage and implement projects in fragile contexts with due consideration of the principle of “do no harm”.
- Monitoring, evaluation and learning (MEL) – Quality, reliability and application of CKU's and DPOD's MEL systems and procedures and efforts to monitor results in the Global South by means of so-called tracer studies, thematic reviews and field inspections. The review should assess the quality and relevance of the results frameworks of CKU's pooled fund and DPOD's Global Disability Programme. This may include the indicators and data for future reporting on Open Aid and whether selected indicators and data are applicable for future reporting in Open Aid and how to improve indicators and data in terms of meaningful public communication of results through Open Aid.
- The review should also consider CKU's and DPOD's approach to risk management, including whether they apply a risk-based approach to monitoring.
- Finally, the review includes an assessment of CKU's and DPOD's mechanisms for organisational learning (e.g. from Danida reviews and annual consultations), and CKU's and DPOD's efforts and ability to strategically apply learnings in future planning and development.

## **9. Popular engagement and communications**

The review should assess CKU's and DPOD's ability to foster popular engagement and support around Danish development cooperation and the SDGs through their members.. More specifically, the review should assess:

1. Relevance of CKU's and DPOD's activities around communication and engagement – the role of CKU and DPOD in supporting member organisations in communicating relevantly, understandably and engagingly about Danish development cooperation and the SDGs.
2. Popular engagement – assess whether CKU's and DPOD's strategy and approach promote popular engagement through their members in development activities under CKU's pooled fund and DPOD's Global Disability Programme. Assess the extent to which disability- and faith-based organisations not previously involved, have been engaged through the CKU and DPOD activities, funded by the MFA.

## **10. Financial management**

The review should assess CKU's and DPOD's financial management setup, systems and procedures, and how these contribute to the achievement of CKU's and DPOD's strategic results. More specifically, the review should assess:

1. Compliance – adherence to MFA guidelines, the extent to which staff throughout the value chain (CKU and DPOD, grant holders and local partners) are aware of these and regularly updated, and that systems and procedures are in place to promote and strengthen compliance.



2. Internal controls – adequacy of setup to ensure transparency and financial accountability, quality of internal control environment, division of financial management responsibilities, segregation of duties, and CKU’s and DPOD’s ability to ensure this throughout the valuechain.
3. Management of budget, expenditure and reporting – financial and/or accounting system(s) and capacity throughout the value chain and how these allow for adequate budgeting, management of commitments and disbursements, timely financial reporting, as well as cost allocation.
4. Financial monitoring – CKU’s and DPOD’s policies, procedures and practices (i.e. due diligence/pre-grant award assessment, plan, method, implementation, reporting, learning and follow-up) for financial monitoring of funds delegated to grants holders and their local partners, including consideration of a risk-based approach to monitoring.
5. Audits – CKU’s and DPOD’s approach and capacity to ensure high quality audits at CKU and DPOD, grant holders and local partners, flow of funds (securing a clear and intact accounting and audit trail) between CKU and DPOD, grant holders and local partners, adherence to applicable audit standards, and organisational capacity at CKU and DPOD, grant holder and local partner level to follow-up on findings.
6. Value for money – adequacy of established procedures to promote value for money throughout the value chain, including consideration on salaries, usage of activity specific technical assistance on all levels, administration costs, procurement, transparency, adaptability, reporting and environmental impact.
7. Anti-corruption, code of conduct, PSEAH – quality, reliability and application of CKU’s and DPOD’s systems (policies, procedures, practices) to prevent and respond to risks around corruption, sexual exploitation, abuse and harassment (PSEAH) and other forms of unethical staff behaviour throughout the value chain. This should consider the extent to which CKU’s and DPOD’s systems translates into effective practices through grant holders and local partners in the Global South, taking into consideration the size of the project and the capacity of the partners.

During the assessment of the areas mentioned above, any recommendations and/or important findings in previous financial monitoring reports, process action plans, reviews, notes/comments from auditors, should be touched upon in order to secure due progress in any implementation of financial management initiatives.

#### 11. **Deliverables (output)**

Three outputs are expected from the review team:

1. Two inception reports (one for CKU and one for DPOD) (each one not exceeding five pages, excluding annexes) based on the desk study and key informant interviews, which will serve as a presentation of the main issues to be addressed during the data collection/field work, the sampled projects and countries as well as detailing and finetuning the methodology and work plan.
2. Two debriefing presentations (one for CKU and one for DPOD) (PowerPoint), based on the data collection and field work/virtual interaction, which will present the preliminary findings and recommendations for discussion with CKU, DPOD and the MFA.

3. Two review reports (one for CKU and one for DPOD), each one not exceeding 20 pages plus annexes, including a maximum of 12 recommendations.

## 12. Timing

The review will be organised in four phases (tentative dates):

| Phases                     | Main activities   | Output   | Timing                           |
|----------------------------|---|--|----------------------------------|
| Inception                  | Preparatory desk studies to analyse key documents and introductory meeting with CKU and DPOD.<br>Based on this, the team will draft an inception report describing the approach and methodology of the review and field study, incl. sampling of projects in min. two countries. Initial interviews and consultations in Denmark. Meeting between review team and the MFA to discuss inception reports. | Inception reports with critical issues identified for further analysis, including detailed work plan and detailed methodology proposal for the workshop at CKU and DPOD. | Primo / Mid November             |
| Data collection in Denmark | Data collection, inception interviews and possible inception workshop with key staff at CKU's and DPOD's premises, as well as meetings with the MFA and other relevant resource persons in Denmark.   | Workshops at CKU and DPOD.   | Primo / Mid-November             |
| Field mission in Denmark   | Meetings with sampled grant holders (and, potentially, applicants whose applications have been rejected) financed by CKU's and DPOD's pooled funds across relevant locations in Denmark.  |  | Mid-November                     |
| Field mission abroad       | Meetings with sampled local partners in at least two project countries (countries where both CKU and DPOD partners can be visited will be prioritised) to assess in practice how methodological issues, policies and strategies have been implemented, performance and results achieved.  |  | Mid/Ultimo-November              |
| De-briefing                | Separate debriefing meetings with the MFA and CKU and with the MFA and DPOD.  | Presentation of key findings and preliminary conclusions and recommendations (Ppt).  | Ultimo November / Primo December |

|           |   |                |                       |
|-----------|---|----------------|-----------------------|
| Reporting | Draft reports for discussion and comments by HCE/MFA, CKU and DPOD. | Draft reports. | Primo / Mid-December  |
|           | Finalisation of reports.  | Final reports. | Mid / Ultimo December |

### 13. Methodology

The scope of this exercise includes not only CKU and DPOD, but also sampled grant holders and their partners in the Global South as a systems check of CKU's and DPOD's policies and procedures as well as capacity and performance in delivering results.

In accordance with the MFA Guidelines for Programmes and Projects, the review will make an overall assessment against relevant OECD/DAC criteria, including relevance, efficiency, effectiveness and sustainability.

The review will be based on a desk assessment and interviews with CKU and DPOD and relevant stakeholders in Denmark and field visits in two sampled countries in the Global South (to be determined during inception).

The review will be based on a sample of grant holders in Denmark and their local partners. It will draw upon a representative, structural sample of projects financed by various support modalities, including large and small activities implemented by CKU and DPOD members, and activities implemented by CKU and DPOD themselves.

The desk assessment will be based on relevant documents from the MFA, CKU and DPOD, including – but not limited to – strategies, project documentation (incl. studies, reviews and evaluations) and relevant organisational policies, procedures and guidance documents. It will conclude with a mission preparation note (MPN)/inception report, which specifies next steps and a refined methodology for the subsequent data collection as well as field visits.

The interviews in Denmark will include relevant staff from CKU and DPOD, sampled grant holders and the MFA as well as other key stakeholders.

The field visits in Denmark and sampled countries will be used to assess capacity and performance and validate results. The purpose is to review the projects as illustrative cases, which will inform and validate the review of CKU's and DPOD's strategies, plans and activities in practice. In other words, it is not to review the effectiveness, efficiency or relevance of the specific projects, partners or grant holders in themselves, but rather to inform overall findings and recommendations to CKU and DPOD.

### 14. Qualifications and Competence of Staff

A Review Team of three international consultants will perform the Reviews. One of the international consultants will be the team leader of the Reviews with reference to the MFA. The consultants must have up-to-date expertise of the below mentioned areas. In addition min. 2 of the three international consultants must be able to read and understand Danish in order to access all relevant documentation.

### 15. Consultant profile

A Review Team (RT) of three international consultants and two local consultants (one local consultant per country selected for review) will perform each review. One of the international consultants will be the team leader (TL) of the review with reference to the MFA.

The tender shall include CVs for the three international consultants. In order to ensure broad scope in perspective, experience and competence with the RT, the RT should preferably be gender balanced, include representation from a country on the OECD DAC list of recipients and include both senior and junior experts. Senior experts are considered individuals with more than 10 years of experience within their specific areas of expertise. Junior experts are individuals with minimum 3 years and maximum 10 years of experience within their specific areas of expertise.

In addition to the international consultants, the Consultant shall provide local consultants with local and regional experience relevant for the assignment as part of the RT. The local consultants should complement and supplement the international consultants. Local consultants must be able to understand, speak and write English at minimum level C1 according to the Common European Framework of Reference for Languages scale. (<https://www.coe.int/en/web/commoneuropean-framework-reference-languages/table-2-cefr-3.3-common-reference-levels-selfassessment-grid>). No CVs shall be included for local experts, but the tender should outline how local experts will be sourced, and the technical areas and tasks to be covered should be mentioned.

The consultants' proposal should contain relevant CVs as well as a brief proposal for a methodology (max. 3 pages) based on these Terms of Reference.

*Conflict of interest:* Consultants (company and team members) should document that they have no/or have had no substantial (e.g. extensive or senior level) affiliation to CKU and DPOD, which might constitute a conflict of interest.

*Criteria:* Proposed CVs will be evaluated according to the following criteria:

The RT members must all have the following **general qualifications** (30%):

- Minimum Master's degree in a relevant field of expertise
- Minimum 10 years of experience within their specific areas of expertise (senior consultants) and minimum 3 years and maximum 10 years of experience within their specific areas of expertise (junior consultants)
- Professional experience with reviews and appraisals in international cooperation, preferably with Danish civil society development cooperation (minimum two of the three international consultants)

The RT members must jointly cover the following **adequacy for the assignment** (50%):

- Experience with capacity assessments, reviews and organisational development/learning of civil society organisations
- Experience with theory of change approaches and results-based management, including monitoring and evaluation
- Experience with MFA Aid Management Guidelines, rules and procedures, preferably in relation to grants to Danish civil society
- Experience in partnerships and organising of constituency-led organisations (e.g. disability, youth, faith), particularly concerning civil society.
- Experience with religion and development (religious actors)
- Experience with local partnerships, localization/local leadership and capacity building approaches
- Experience from working with communication and popular engagement (public participation, anchorage and support)
- Experience from assessing civil society development cooperation in a variety of settings, incl. experience from assessing results at outcome level
- Experience with monitoring, evaluation, accountability and learning systems and assessment of these
- Experience in financial management, including set-ups, procedures and reporting, preferably within civil society organisations and development cooperation

- Experience from working with fund management, including knowledge about various support modalities and related accountability mechanisms for checks and balances as well as providing counselling and capacity development services
- Good knowledge of international accounting and audit standards and procedures
- Experience in assessing and analysing cost efficiency, financial management systems, procedures and reporting
- Experience with anti-corruption and fraud management and prevention
- Experience with risk assessment and management
- Experience with organisational management, administrative systems and procedures in civil society organisations

*Specifically for the Team Leader:*

- Extensive relevant experience from similar assignments and preferably experience as a team leader.

The RT members must all have the following ***experience in the region and language*** (20%):

- Excellent drafting and speaking skills in English
- Experience from MFA engagement countries
- Ability to read and understand Danish to be able to access all relevant documentation (minimum two of the three international consultants)

**16. Estimated level of effort**

The Consultant should cover all expenses incl. fee for local consultants if relevant. The timeframe is estimated at 800 working hours for the RT. The offer should be based on a total of approximately 100 person-days, divided by three *international consultants* (RT). Furthermore approximately 20 working days is expected for local consultants. The exact number of days may be decreased and/or re-distributed among international team members, and/or local consultants in field visits and will be decided upon during the inception phase and subject to the finalised methodology developed in the inception report.

|                                  |   |
|----------------------------------|---|
| Expert 1 – approximately 40 days | 20 days for inception and interviews (desk study, inception report, inception workshop and meetings with CKU and DPOD and grant holders in Denmark, management of virtual meetings).<br>20 days for reporting and field trips (presentation of findings, drafting, review and revision) |
| Expert 2 – approximately 30 days | 15 days for inception and interviews (desk study, inception report, inception workshop and meetings in Copenhagen, virtual meetings)<br>15 days for reporting and field trips (presentation of findings, drafting, review and revision)   |
| Expert 3 – approximately 30 days | 15 days for inception and interviews (desk study, inception report, inception workshop and meetings in Copenhagen, virtual meetings)<br>15 days for reporting and field trips (presentation of findings, drafting, review and revision)   |

|   |   |   |
|---|---|---|
| Local consultants approximately 20 days | - | 5 days per field mission in 4 countries |
|---|---|---|

## 17. Management

The team leader of the external team of consultants will refer to the MFA team leader from the responsible unit, HCE, Kirstine Primdal Sutton. Moreover, the Team may be accompanied by MFA staff as resource persons when relevant at the expense of their own department.

The team leader of the external team of consultants is responsible for delivery of the outputs required and for internal management of the consultant team.

As the team leader from HCE, Kirstine Primdal Sutton will be overall in charge of the assignment in the responsible unit, HCE, for the MFA. However, the consultants may have multiple points of contacts.

The consultants will be under direct management and supervision by HCE.

HCE will closely liaise with the consultants throughout the review process.

## 18. Background documents

### MFA documents:

- The World We Share: Denmark's Strategy for Development Cooperation
- The World 2030: Denmark's Strategy for Development Cooperation and Humanitarian Action
- Policy for Danish Support to Civil Society
- [Guidelines for the administration of Grant Financing from the Ministry of Foreign Affairs of Denmark \(MFA\) to Pooled Funds and Networks \(June 2022\)](#)
- Minutes from annual consultations between CKU and MFA/HCE
- Minutes from annual consultations between DPOD and MFA/HCE
- Final Report: Review of CKU (December 2017)
- Final Report: Review of DPOD (May 2018)
- Summary of the most recent financial monitoring visit of CKU (December 2019) and CKU's management response
- Summary of the most recent financial monitoring visit of DPOD (November 2020) and DPOD's management response
- Puljeanalyse 2021

### CKU documents:

- Strategic Plan for the CKU pooled fund 2022
- Guidelines for the CKU Pooled Fund, including but not limited to:
  - o Guide to Budget Preparation (CKU & FoRB)
  - o Guide to Monitoring and Evaluation
  - o CKU's Catalogue of Standard Indicators
  - o CKU's Retningslinjer for udsendelse af personel
  - o Guideline to Application A for larger projects
  - o Guideline to Application B for smaller projects
  - o Guideline for evaluation reports
- Guidelines to the FoRB-window, including but not limited to:
  - o Guideline to Application Format for A - larger projects
  - o Guideline to Application Format for B - smaller projects
- FoRB in Denmark's Priority Countries
- Monitoring reports and analyses
- Annual results reports
- Audited financial statement and management letter
- Financial management guidelines and manuals

- Relevant project documentation from the sampled grant holders, including monitoring reports
- Organisational policies, guidelines and manuals, including the code of conduct
- Documents related to capacity development, e.g. annual plans and tool papers
- Organisational structure
- Thematic review reports and tracer studies
- Any other relevant documents
- Nordic Consulting Group vedr. FoRB (juni 2022): [Ny uvildig rapport kulegraver Danmarks arbejde for tros- og religionsfrihed - Center for Kirkeligt Udviklings samarbejde \(cku.dk\)](#) □ PAP 2017 & PAP 2019

#### DPOD documents:

- Strategy and action plan 2022-2025
- Strategic foundation for international development cooperation for inclusion for people with disabilities, november 2021
- International strategy 2019-2021
- Relevant programme documents for DPOD's Global Disability Programme 2018-2022, including annual strategical proposals and budgets 2019-2023, including results framework and theory of change
- Guidelines for DPOD's international projects and partnerships, including but not limited to:
  - The Danish Disability Fund – Guidelines and good advice
  - Handbook for project- and economy management
  - Anti-corruption
  - Strategy for gender equality
  - Prevention of sexual exploitation, abuse and harassment
- Monitoring reports and analyses
- Annual results reports
- Audited financial statement and management letter
- Financial management guidelines and manuals
- Relevant project documentation from the sampled grant holders, including monitoring reports
- Organisational policies, guidelines and manuals, including the code of conduct
- Documents related to capacity development, e.g. annual plans and tool papers
- Organisational structure
- Thematic review reports and tracer studies
- Any other relevant documents

## Annex 2: List of persons consulted (interviews, emails, virtual meetings)

### Persons interviewed in Denmark

| Date        | Organisation                             | Name                      | Position                                     |
|-------------|--|---------------------------|--|
| 9 January   | Danish Ministry of Foreign Affairs (MFA) | Kirstine Primdal Sutton   | Chief Consultant                             |
| 9 January   | Danish MFA                               | Anne Sofie Skov Faber     | Desk officer disability                      |
| 9 January   | Danish MFA                               | Kasper Thede Anderskov    | Financial Management FRU                     |
| 9 January   | Danish MFA                               | Karsten Schack            | Financial Management FRU                     |
| 9 January   | DAPD /DHF                                | Henry Lind                | Chief of department                          |
| 10 January  | DPOD                                     | Line Brøgger Kjærgaard    | International Chief                          |
| 10 January  | DPOD                                     | Anne Sophie Fabricius     | Chief consultant                             |
| 10 January  | DPOD                                     | Teis Piel Christensen     | Chief consultant                             |
| 10 January  | DPOD                                     | Dennis Fris Kuhlmann      | Chief consultant                             |
| 10 January  | DPOD                                     | Bo Karlsen                | Chief consultant                             |
| 10 January  | DPOD                                     | Gitte Liebst Robinson     | Chief consultant                             |
| 10 January  | DPOD                                     | Carsten Rath              | Financial controller                         |
| 10 January  | DPOD                                     | Jesper Kejlhof            | Administrative chief                         |
| 11 January  | DPOD                                     | Sigurd Jørgensen          | Press Manager                                |
| 11 January  | DPOD                                     | Jesper Krejlhof           | Head of Administration                       |
| 11 January  | DPOD                                     | Carsten Rath              | Controller                                   |
| 16 January  | Lev                                      | Pernille Simmonds         | Chief consultant                             |
| 16 January  | Lev                                      | Gustav Walgaard           | Consultant                                   |
| 16 January  | SIND                                     | Else Lillebaek            | Volunteer                                    |
| 16 January  | SIND                                     | Sarah Bigum               | Organisational consultant                    |
| 16 January  | DAB                                      | Thomas Skielboe           | Chief of department                          |
| 16 January  | DAB                                      | Susanne Kjør              | Resp. for Rwanda                             |
| 16 January  | DAB                                      | Susanne Koch Andersen     | Resp. for Nepal                              |
| 16 January  |  |                           |  |
| 18 January  | DAB/DPOD                                 | Sif Holst                 | Chairman for Grant Committee /Vicechair DPOD |
| 19 January  | DDL                                      | Kasper Bergmann           | Chief of department                          |
| 19 January  | DDL                                      | Veera Elonon Knudsen      | Programme officer/Rwanda                     |
| 24 January  | DPOD                                     | Alberte Jannicke Lørup    | Communications Consultant                    |
| 13 February | DPOD                                     | Katrine Mandrup           | Director                                     |
| Virtual     | DPOD                                     | Karen Andersen            | Grant consultant                             |
| Virtual     | DPOD                                     | Marianne Bo Paludan       | Grant consultant                             |
| Virtual     | DPOD                                     | Søren Asboe Andersen      | Grant Committee                              |
| Virtual     | Oxfam IBIS                               | Line Vestergaard Hansen   | Education advisor                            |
| 16 Feb      | Spejderhjælpen                           | Marianne Karstensen       | Former Chair woman                           |
| Virtual     | IDDC                                     | Dominic Haslam            | Chair  |
| Virtual     | Nordic Network                           | Morten Eriksen            | Advisor (previous director)                  |
| 6 Feb       | Stomiforeningen COPA                     | Henning Granslev          | Chair  |
| 14 Feb      | IDA                                      | Jose Maria Viera          | Advocacy director                            |
| 18 Feb      | Epilepsiforeningen                       | Kirsten Nielsen           | Volunteer                                    |
| 16 Feb      | SUMH                                     | Ditte Rejnholdt Rudolfsen | Chief of Secretariat                         |
| 20 Feb      | ADHD-foreningen                          | Camilla Louise Ganzhorn   | Director                                     |
| 23 Feb      | Deloitte                                 | Narin Kalkan              | Auditor                                      |



## Persons interviewed in Rwanda

| Date            | Organisation   | Name                          | Position  |
|-----------------|--|-------------------------------|---|
| 23 January 2023 | NUDOR  | 1. Jean Damascene Nsengiyumva | Executive Secretary   |
|                 |  | 2. Clestin Nzeyimana          | Capacity Building Manager                                     |
|                 |  | 3. Murema Jean Bapstice       | Make way Project Manger and Legal Advisor                     |
|                 |  | 4. Eric Tuyishime             | Project Manager   |
|                 |  | 5. Teis Piel Christensen      | DPOD  |
|                 |  | 6. Dr Beth Nasiforo           | NUDOR Chair   |
|                 |  | 7. Harerimana Fabien          | DPOD  |
|                 | Rwanda basic Education Board (REB) / Ministry of Education | 8. Eugene Ngoga Fixer         | Acting Director of Special needs and inclusive education unit |
|                 | Human Rights Commission Rwanda                             | 9. Mukandutiye Maria          | Focal Persons Of persons with disabilities Rights             |
|                 |  | 10. Emmanuel Habanabashaka    | Monitoring, Evaluation and Publication Specialist             |
| 24 January 2023 | RUB  | 11. Donatilla Kanimba         | Executive Director  |
|                 |  | 12. Vianney                   | Director Masaka resource Centre                               |
|                 |  | 13. Francois                  | Secretary General Board                                       |
|                 |  | 14. Joseph Munyurangabo       | Project Manager DAB   |
|                 |  | 15. Mbabazi Dorothee          | Finance Manager   |
|                 |  | 16. Musabyimana Rachel        | Advocacy Manager  |
|                 |  | 17. Ingabire Severin          | Adviser to the board  |
|                 |  | 18. Tito                      | Social worker   |
| 24 January 2023 | RUB BRANCH   | 19. Vianney                   | Branch member   |
|                 |  | 20. Mathusalem                | Branch member   |
|                 |  | 21. Placide                   | Branch member   |
|                 |  | 22. Julienne                  | Branch member   |
|                 |  | 23. Chantal                   | Branch member   |
|                 |  | 24. Venantie                  | Branch member   |
|                 |  | 25. Louis                     | Branch President  |
| 24 January 2023 | RNUD   | 26. Samuel Munana             | Executive Director  |
|                 |  | 27. Munyangeyo Augustin       | Chair person  |
|                 |  | 28. Uzabumwana Jean d'Amour   | Board Treasurer   |
|                 |  | 29. Janet                     | Project Manager DDL   |
|                 |  | 30. Clementine                | SL Interpreter  |
|                 |  | 31. Joy Merimbe               | SL Interpreter  |
| 25 January 203  | GS Rukingu Teachers  | 32. Fidele Nkurunziza         |   |
|                 |  | 33. Domitilla Nyirandimubanzi |   |
|                 |  | 34. Nibyobyiza Floride        | Braille teacher   |
|                 |  | 35. Mukabaranga Delphine      |   |
|                 | GS Rukingu Volunteer                                       | 36. Anonymous                 | Village leader.   |
|                 | Rusiga Sector  | 37. Nkezamihigo Venuste       | Sector Education Officer                                      |
|                 | GS Rukingu   | 38. Mukabaranga Delphine      | Teacher   |
|                 | GS Rukingu   | 39. Fidele Nkurunziza         | Teacher   |

| Date            | Organisation   | Name  | Position   |
|-----------------|--|---|--|
|                 | GS Rukingu   | 40. Nyirandimubanzi D Omitilla                | Teacher  |
|                 | GS Rukingu   | 41. Nibyobyiza Florida                        | Braille teacher  |
|                 | GS Rukingu   | 42.   |  |
|                 | GS RUKINGU Parents                                   | 43. Marie Rose                                | Parent   |
|                 |  | 44. Jean Marie Vianney                        | Parents group member                                     |
|                 |  | 45. Constance                                 | Parents group member                                     |
|                 |  | 46. Mukahirwa                                 | Parents group member                                     |
|                 |  | 47. Justine                                   | Parents group member                                     |
|                 | GS RUKINGU Students                                  | 48. Usabase                                   | Student without disability GS Rukingu S3                 |
|                 |  | 49. Immacullee                                | Student with disability GS Rukingu S2                    |
|                 |  | 50. Julienne                                  | Student with disability GS Rukingu S1                    |
|                 |  | 51. Clementine                                | Student without disability GS Rukingu S2                 |
|                 |  | 52. Maurice                                   | Teacher/Sign Language Interpreter                        |
|                 |  | 53. Innocent                                  | Student with disability GS Rukingu S1                    |
|                 |  | 54. Jean Pierre                               | Student with disability GS Rukingu S3                    |
|                 |  | 55. Esther                                    | Student without disability GS Rukingu P6                 |
|                 |  | 56. Alpha                                     | Student without disability GS Rukingu P6                 |
|                 | 57. Hope   | Student with hearing impairment GS Rukingu P6 |  |
|                 | GS RUKINGU Girls guide                               | 58. Beata                                     | Student guide GS Rukingu S2                              |
| 59. Alice       |  | Student guide GS Rukingu S3                   |  |
| 26 January 203  | RNUD BRANCH  | 60. Ntirenganya Martin                        | Director Social Protection Musanze District              |
|                 |  | 61. Hesron Uwitonze                           | District Disability mainstreaming Officer                |
|                 |  | 62. Sandrine                                  | Branch Secretary   |
|                 |  | 63. Mariane                                   | Branch treasurer   |
|                 |  | 64. Isimbi                                    | Branch Vice President                                    |
|                 |  | 65. Noella                                    | Branch Women Representative                              |
|                 |  | 66. Tuyishimire Patrick                       | Branch Coordinator                                       |
|                 |  | 67. Joy Mirembe                               | Sign Language Interpreter                                |
|                 |  | 68. Bally                                     | Branch Youth Representative                              |
| 69. Sam Munana  | RNUD Executive Director                              |   |  |
| 26 January 203  | National Council of Persons with Disabilities (NCPD) | 70. Jean Pierre                               | In Charge of Disability Mainstreaming                    |
|                 | NCPD   | 71. Emmanuel Ndayisaba                        | Executive Secretary                                      |
| 27 January 2023 | NOUSPR   | 72. Rose Mutesi                               | Chair  |
|                 |  | 73. Mutesi Esther                             | Project Officer  |
|                 |  | 74. Pauld Kayigamba                           | Vice Chair   |
|                 |  | 75. Dusabe Judith                             | Accountant   |
|                 |  | 76. Agaba Arnold                              | Project Officer  |
|                 |  | 77. JMV                                       | Member Isange mu Bandi group Mageragere – Patient expert |

| Date            | Organisation        | Name                               | Position  |
|-----------------|---------------------|------------------------------------|---|
|                 |                     | 78. Vestine                        | Member Isange mu Bandi group<br>Mageragere- Advisor NOUSPR board<br>and Patient expert and chair of group |
|                 |                     | 79. Goretti                        | Member Isange mu Bandi group<br>Mageragere  |
|                 |                     | 80. Eugenie                        | Member Isange mu Bandi group<br>Mageragere  |
|                 |                     | 81. Janvier                        | Member Isange mu Bandi group<br>Mageragere -Patients expert   |
|                 |                     | 82. Euphrasie                      | Member Isange mu Bandi group<br>Mageragere- Treasurer   |
|                 |                     | 83. Clarisse                       | Member Isange mu Bandi group<br>Mageragere  |
|                 |                     | 84. Deogratias                     | Member Isange mu Bandi group<br>Mageragere  |
|                 |                     | 85. Jeannette                      | Member Isange mu Bandi group<br>Mageragere  |
|                 |                     | 86. Vincent                        | Secretary NOUSPR  |
| 27 January 2022 | Collectif Tubakunde | 87. Marius                         | Member of APEH parent self help<br>group  |
|                 |                     | 88. Claudine                       | President Parent Self help group at<br>APEH   |
|                 |                     | 89. Hadja                          | Member of APEH parent self help<br>group  |
|                 |                     | 90. Emmanuel                       | Representative of children with<br>intellectual disability  |
|                 |                     | 91. Lucien                         | Representative of youth with<br>intellectual disability   |
|                 |                     | 92. Elisam Ntibanyendera           | Executive Director  |
|                 |                     | 93. Roselyne                       | Administration and Finance  |
|                 |                     | 94. Bernadette Uwamariya           | Project Officer   |
|                 |                     | 95. Pacifique                      | Volunteer Gender Officer  |
|                 |                     | 96. Nsengimana Emmanuel            | Project Manager   |
|                 |                     | 97. Habimana Gervais               | Staff Collectif Tubakunde   |
| 28 January 2023 | NUDOR               | 98. Abewe Bienvenue                | NUDOR Treasurer – Collectif<br>Tubakunde  |
|                 |                     | 99. Nsengiyumva Jean<br>Damascene  | Executive Director  |
|                 |                     | 100. Dr Nasiforo Beth<br>Mukarwego | Chairperson -RUB  |
|                 |                     | 101. Uwimana Naomi                 | DeafBlind ROPDB   |
|                 |                     | 102. Hafashimana Jean<br>Damascene | Advisor- Organisation pour<br>l'integration des personnes atteintes<br>d'Albinism (OIPPA)                 |
|                 |                     | 103. Buntubwimana Appoline         | Advisor- Rwanda Union of Little<br>People (RULP)  |
|                 |                     | 104. Dr Mutangana<br>Dieudonne     | Secretary General – NPC Rwanda<br>Paralympic  |
| 8 February      | RUB                 | Dorothy Mbabazi                    | Accountant  |
| 8 February      | RNUD                | Ruth Ngwekwe                       | Accountant  |
| 9 February      | NOUSPR              | Judith Nusabe                      | Accountant  |

| Date        | Organisation      | Name               | Position                      |
|-------------|-------------------|--------------------|-------------------------------|
| 10 February | RUB, RNUD Auditor | Patrick Gashagaza  | Auditor, Chartered Accountant |
| 11 February | NUDOR Auditor     | Theodomir Nsengima | Auditor, Chartered Accountant |

**Persons consulted in Nepal. (18 women; 48 men)**

| Nepal Association of the Blind (NAB)                | Name                 | Position  |        |
|---|----------------------|---|--------|
| FFO (Norge)   | Hanne E. Witsø       | Program Officer   | 23-Jan |
| FFO (Norge)   | Pål F. Heffer        | Head of Administration  | 19-Jan |
| Nepal Association of the Blind (NAB)/Central office | Nar Bahadur Limbu    | Executive Director  | 23-Jan |
| Nepal Association of the Blind (NAB)/Central office | Shova Neupane        | Program Officer   | 23-Jan |
| Nepal Association of the Blind (NAB)/Central office | Sanjay Awale         | Account Officer   | 23-Jan |
| NAB/External Auditor                                | Sudarsham Salkari    | Auditor, Chartered Accountant   | 23-Jan |
| NAB/Karnali Province office                         | Ravindra Kumar Chand | Project Coordinator   | 27-Jan |
| NAB/Karnali Province board                          | Toran Adhikari       | President   | 27-Jan |
| NAB/Karnali Province board                          | Uttam B.K            | Joint Secretary [Also President-Municipal board committee (gurvakot)] | 27-Jan |
| NAB/Karnali Province board                          | Suresh Kumar Khadka  | Member (Also treasurer of NFDN Karnali province branch)               | 27-Jan |
| NAB/Karnali Province board                          | Chandra Mani Pokhrel | Member  | 27-Jan |
| NAB/Karnali Province board                          | Sher Bahadur Oli     | Member (also District committee board member_                         | 27-Jan |

|  |                         |  |        |
|--|-------------------------|--|--------|
| NAB/Karnali Province board   | Somana Khadka           | Secretary (Also secretary of district committee) | 27-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)                 | Durga Bahadur Pariyar   | President  | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)                 | Bhim Bahadur Gharti     | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)                 | Topendra Khadka         | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)making)          | Hari Bahadur Bista      | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)                 | Durga K.C               | Treasurer  | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Bheri Ganga)+ Enterprise group (noodle making)                 | Moti Lal Pun            | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Baratal municipality) + Enterprise group (bamboo stool making) | Bhimsen Sharma          | President  | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Baratal municipality) + Enterprise group (bamboo stool making) | Dhan Bdr Dami           | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Baratal municipality) + Enterprise group (bamboo stool making) | Kaushila B.K            | Secretary  | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Baratal municipality) + Enterprise group (bamboo stool making) | Moti Kami               | Member   | 28-Jan |
| NAB/Karnali Province Municipal level board committee (Baratal municipality) + Enterprise group (bamboo stool making) | Khagisara Hamal         | Treasurer  | 28-Jan |
| NFDN /Central office   | Sita Aryal              | Program Coordinator                              | 24-Jan |
| NFDN /Central office   | Manish Prasai           | Admin Manager                                    | 25-Jan |
| NFDN /Central office   | Sanjay Kumar Shrivastav | Accounting Officer                               | 25-Jan |
| NFDN/External Auditor  | Nava Raj Thapaliya      | Auditor/Chartered Accountant                     | 25-Jan |

|  |                      |  |        |
|--|----------------------|--|--------|
| NFDN Karnali Province Branch project team/field office | Ananda Bista         | Provincial Manager                                       | 27-Jan |
| NFDN Karnali Province Branch project team/field office | Parvati Ale          | Project officer (HI)                                     | 27-Jan |
| NFDN Karnali Province Branch project team/field office | Man Maya Thapa       | Accountant   | 27-Jan |
| NFDN Karnali Province Branch project team/field office | Jit Lal Dhakal       | Advocacy coordinator (CBM)                               | 27-Jan |
| NFDN /Central office Board                             | Devi Datta Acharya   | President  | 24-Jan |
| NFDN /Central office Board                             | Sugam Bhattarai      | Secretary General  | 24-Jan |
| NFDN /Central office Board                             | Ram Karki            | Sr.Vice President  | 24-Jan |
| NFDN /Central office Board                             | Raju Basnet          | Secretary General (Ex) [also president of PFPID]         | 25-Jan |
| NFDN Karnali Province Branch Board                     | Bishnu Prasad Sharma | President  | 27-Jan |
| NFDN Karnali Province Branch Board                     | Yagya Prasad Devkota | Secretary  | 27-Jan |
| NFDN Karnali Province Branch Board                     | Suresh Kumar Khadka  | Treasurer  | 27-Jan |
| PFPID Board  | Raju Basnet          | President  | 26-Jan |
| PFPID Project team                                     | Bhusan Raj Raut      | Program Manager  | 26-Jan |
| PFPID Project team                                     | Sumana               | Program Officer  | 29-Jan |
| PFPID Community groups/Parents and self-advocates      | Binaya Banika        | Self Advocate  | 29-Jan |
| PFPID Community groups/Parents and self-advocates      | Prativa Acharya      | Self Advocate  | 29-Jan |
| PFPID Community groups/Parents and self-advocates      | Bishnu Acharya       | Parents (mother)/member of pokhara parents association   | 29-Jan |
| PFPID Community groups/Parents and self-advocates      | Jamuna Poudel        | Parents (mother)/President of Myagdi parents association | 29-Jan |
| PFPID  | Sunil Bk             | Finance Officer  | 26-Jan |
| PFPID  | Dipika Sharma        | Finance Officer  | 26-Jan |
| DFPID/External Auditor                                 | Nava Raj Thapaliya   | Auditor  | 26-Jan |
| National Human Rights Commission                       | Top Bahadur Magar    | Hon'ble Chairperson                                      | 24-Jan |

|   |                                 |  |        |
|---|---------------------------------|--|--------|
| National Human Rights Commission                          | Dr. Surya Prasad Sharma Dhungel | Hon'ble Member/Focal person for disability     | 24-Jan |
| National Human Rights Commission                          | Lily Thapa                      | Hon'ble Member                                 | 24-Jan |
| National Human Rights Commission                          | Manoj Duwady                    | Hon'ble Member                                 | 24-Jan |
| National Human Rights Commission                          | Murari Prasad Kharel            | Acting Secretary                               | 24-Jan |
| Ministry of Women, Children and Sr. Citizen               | Abha Shrestha                   | Joint Secretary                                | 25-Jan |
| Ministry of Women, Children and Sr. Citizen               | Pratima Rai                     | Section Officer (Responsible for disability)   | 25-Jan |
| National Curriculum Development board                     | Govinda Sedhai                  | Director                                       | 26-Jan |
| Birendra Nagar Municipality office/Surkhet                | Nilkantha Khanal                | Deputy Mayor                                   | 27-Jan |
| Birendra Nagar Municipality office/Surkhet                | Bishnu Prasad Bhattarai         | offier/Inclusive Education unit                | 27-Jan |
| Birendra Nagar Municipality office/Surkhet                | Nar Bahadur Adhikari            | Chief Admin Officer                            | 27-Jan |
| Birendra Nagar Municipality office/Surkhet                | Sarala Regmi                    | Section Officer/Women, children and Sr.Citizen | 27-Jan |
| Birendra Nagar Municipality office/Surkhet                | Jyoti K.C                       | Sub.Section Head/Social Development            | 27-Jan |
| Sarkegad Rural Municipality                               | Tan Bahadur Rokaya              | Chairperson                                    | 1-Feb  |
| Karnali Province/Chief Minister Office                    | Jeeban Bahadur Shahi            | Chief Minister (EX)                            | 27-Jan |
| Karnali Provincial Ministry of Social Development Surkhet | Santa Bahadur Sunar             | Secretary                                      | 27-Jan |
| Karnali Provincial Ministry of Social Development Surkhet | Sunita K.C                      | Women Development officer                      | 27-Jan |
| Social Welfare Council (SWC)                              | Manoj Bhatta                    | Member Secretary                               | 1-Feb  |
| NGO Federation  | Ram Subedi                      | President                                      | 1-Feb  |
| NGO Federation  | Arjun Bhattarai                 | General Secretary                              | 1-Feb  |

|                               |                      |  |        |
|-------------------------------|----------------------|--|--------|
| NGO Federation                | Govinda Bahadur Sahi | Secretary [Also executive director of KIRDARC] | 1-Feb  |
| Disability Right Fund         | Krishna Gahatraj     | Program officer                                | 30-Jan |
| CBM (Christian Blind Mission) | Milan Poudel         | Program Manager                                | 2-Feb  |
| CBM (Christian Blind Mission) | Bimal Poudel         | Program Officer [Advocacy focal person]        | 2-Feb  |
| (HI) Humanity and Inclusion   | Raju Palanchoki      | Technical Manager                              | 2-Feb  |
| (HI) Humanity and Inclusion   | Dilip Shrestha       | Regional Business Development                  | 2-Feb  |



### Annex 3: Extracts from Self-assessment survey among DPOD staff

The staff self-assessment gives an overall impression of staff competencies and experiences. The facts on education, title, seniority in the organization etc. provide a clear and reliable overview of the staff composition.

| Gender | Current position (2023)                   | Staff at DPOD since (year) | Educational background   | Countries of work experiences relevant to the Global Disability Programme   | Key competencies (areas of skills and knowledge)   |
|--------|---|----------------------------|--|---|--|
| F      | Senior Advisor                            | 2014                       | cand.scient.soc and MBA  | Nepal 5, Ethiopia 4, Ghana 4  | Programmatic and rights based international development cooperation. Analytical and strategic skills, including politically driven civil society organisations and public affairs. Partnerships and network.                                     |
| M      | Financial Controller                      | 2013                       | Bac. of Commerce Degree + Diploma in Management Accounting (HIA + HD-R)                          | -   | Financial management<br>Financial Controlling  |
| F      | Senior Advisor                            | 2008                       | Cand.scient.soc  | Nepal - 5   | Forvaltning i forbindelse med pulje, samt forvaltning og håndtering af partnerskaber med like-minded organisationer. Rådgivning af og kommunikation med medlemsorganisationer om deres bevillinger og ansøgninger. Handicapkonventionsprocesser. |
| M      | Chief Consultant                          | 2014                       | Master's in intl. Dev. and Geography + BA in Business Economics + Diploma in Peace and Conflicts | 5 = (Albania, Kosovo, East Timor, Botswana, Uganda & Myanmar) Rwanda=4, Ghana=3, Jordan=2, China=2, Tanzania=2.   | Different cultural environments, development processes, Project Development, Project Management, Organisational Development, Disability organisations.   |
| F      | International Director                    | 2022                       | Political Science + Process Consultant   | Vietnam 4, Uganda 3; Malawi 3, Zambia 3, Etiopien 3, Kenya 3, Tanzania 4, Ghana 2, Rwanda 2, Nepal 2  | Rights-based development, political processes, target group representation, analysis, communication and action   |
| F      | Chief Consultant                          | 2013                       | Master International Dev. Studies + Geography  | Uganda 4, Tanzania 4, Ghana 3, Indonesia 3, India 2, Mongolia 3   | Monitoring and evaluation, Analysis - qualitative and quantitative, Facilitation of learning processes, Results dissemination and communication  |
| F      | Communications- and innovation consultant | 2022 (2020)                | BA. in Rhetoric  | England (3), Portugal (3)   | Strategic communication, concept development, innovation, and communications counselling, social media, public affairs, campaigns, training of local rights-holders and colleagues on communications skills.                                     |
| M      | Senior Advisor                            | 2022                       | Cand. Soc. in International Dev. Studies and Pedagogy  | Nepal 4, Swaziland 4, Guatemala 4, Mozambique 4, Bhutan 3, South Africa 3, Brazil 3, Nicaragua 3, Ghana 2, Zimbabwe 2, Uganda 2, Western Sahara 2, Myanmar 2, Bolivia 2 | Fund administration, NGO-environment and in all aspects of project cycle management, Engagement, Latin America and civil society organizations in the region   |
| M      | Consultant                                | 2020                       | MSc International Dev. and Project Management  | Cambodia 3, Philippines 2, Mozambique 2, South Africa 2, Brazil 2   | Administration, Project design, Research and analysis, PSHEA   |

## Staff self-assessment

**Summary:** DPOD staff in the International Department has relevant educational background, considering their respective roles. Staff key competencies are relevant, including project management, project cycle and advisory of MOs. Among DPOD prioritised areas of *organisational development*, *empowerment*, and *advocacy*, staff assess themselves between 3 and 4 on average. Whereas organizational development and empowerment is high for all staff working directly with these areas, the distribution is uneven for advocacy. This finding matches the RT experience that e.g., country coordinators are updated by on the policy coordinator on the advocacy agenda including knowledge on methodology and vice versa.

More than half of staff have 8+ years seniority in DPOD. Two staff started in 2022, adding a good mix of continuity and new input.

Several staff have country knowledge regarding Nepal and Ghana (to some extent), while only one staff has thorough knowledge about Rwanda. It should be considered, if at least one more person than the country responsible has significant knowledge on a priority country to ensure quality and integration of cases and input to global advocacy.

### Specific data

Number of staff participating in self-assessment was 9. Assessment is based on a likert scale from 0 to 5, where 0 is no expertise and 5 is expert expertise, where staff has rated themselves. The self-assessed level of expertise in specific fields are dependent on the individual person's self-perception and interpretation of the question. With a small population, the aggregated data on expertise is therefore sensitive to variation in interpretation of the questions against self-perception.

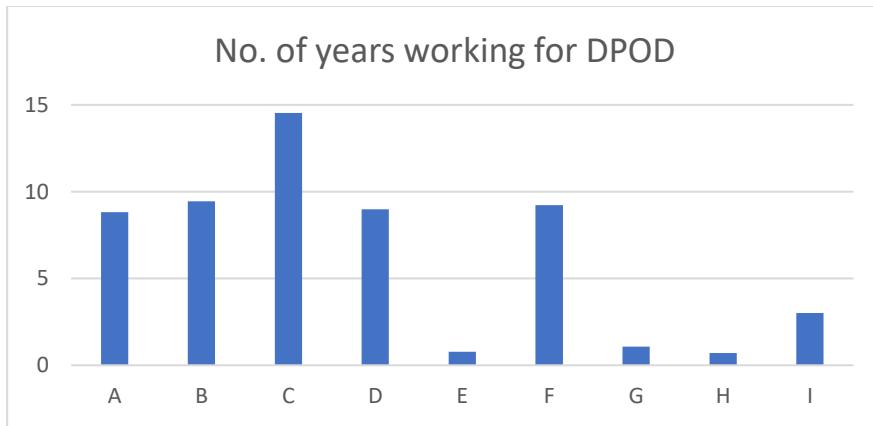
The RT notes, that there seem to be a small variance in the self-assessment, based on gender. The cross-cutting average of expertise for men is 3.39 and for women, 3.14 (scale: 0-5), keeping in mind that the small sample makes the results sensitive to outliers.

**Maximum** level of self-assessed **expertise** among staff **for all areas** was at **least 4**, except for **Accessibility** and **HEAT course**, where maximum was **3**.

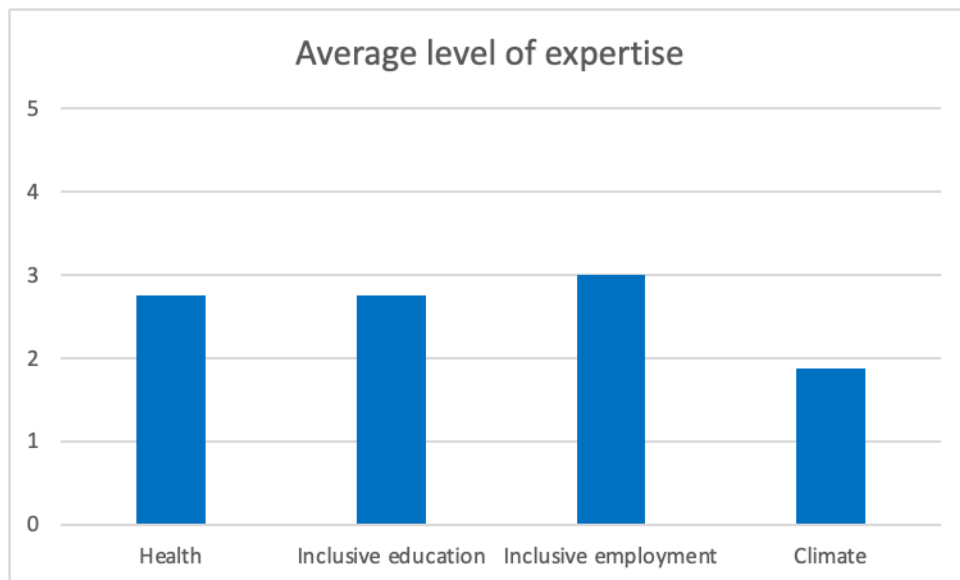
The following areas have a mean score **at or below 2,5**: **Climate** (1,9), **LGBTI+ and gender diversity** (2,25), **Fragile contexts** (2,4), **Pro-poor approach** (2,5), **Adult learning** (2,5), **Security and conflict management** (2,33), **HEAT course** (1,125), **IATI** (2,25).

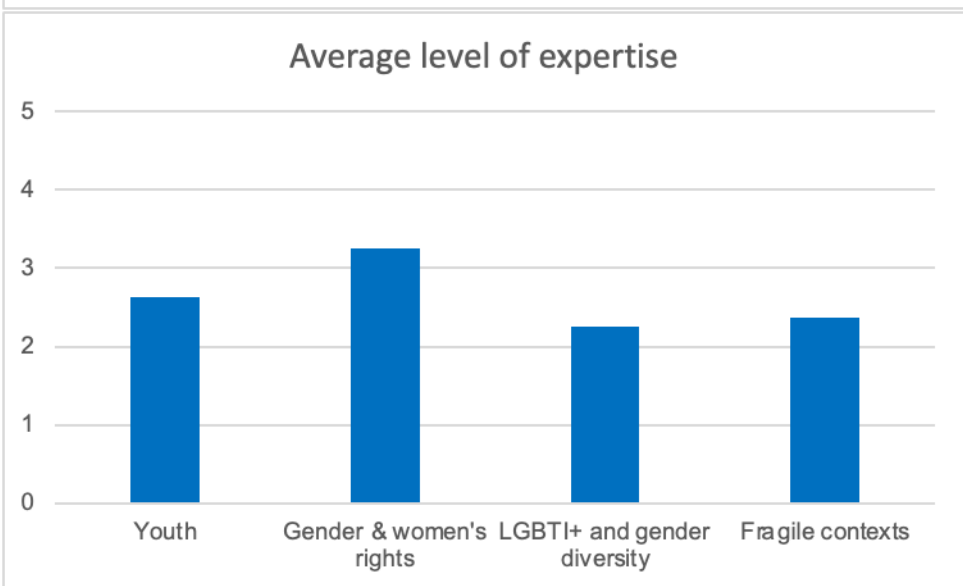
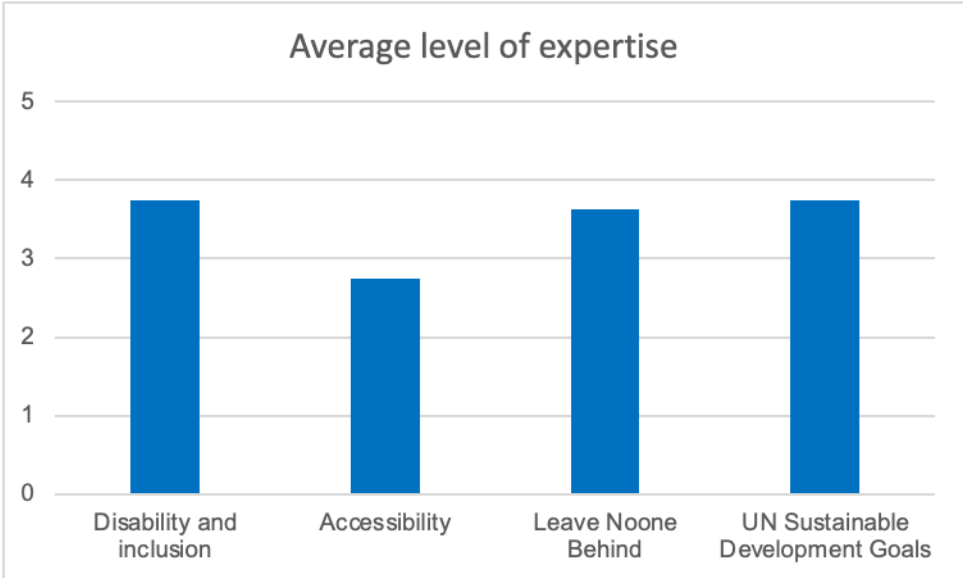
The following areas have a mean score **at or above 4**: **Human rights-based approach** (4), **Project management** (4,25), **Project cycle** (4,7), **Stakeholder analysis** (4,1), **Target group analysis** (4,25), **Advisory for member organisations** (4).

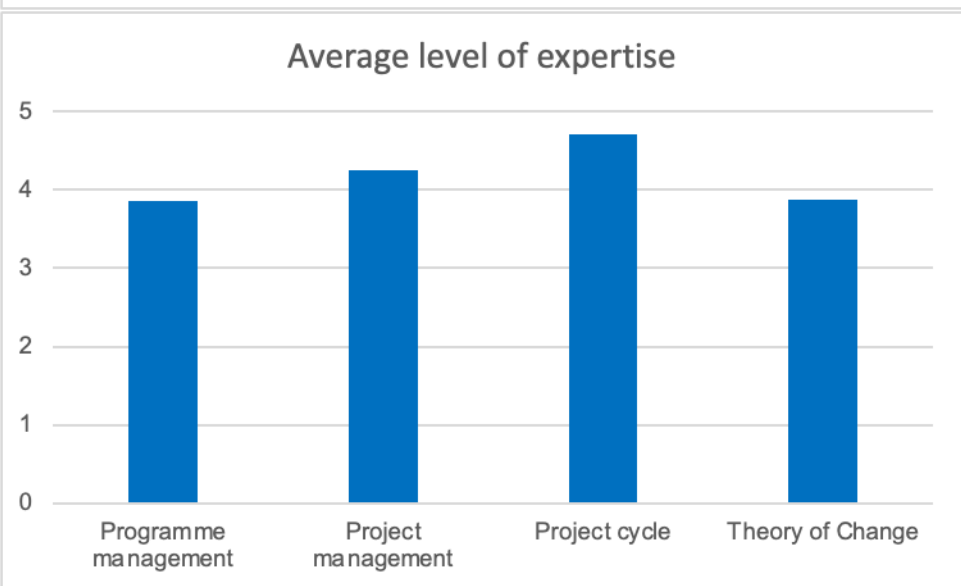
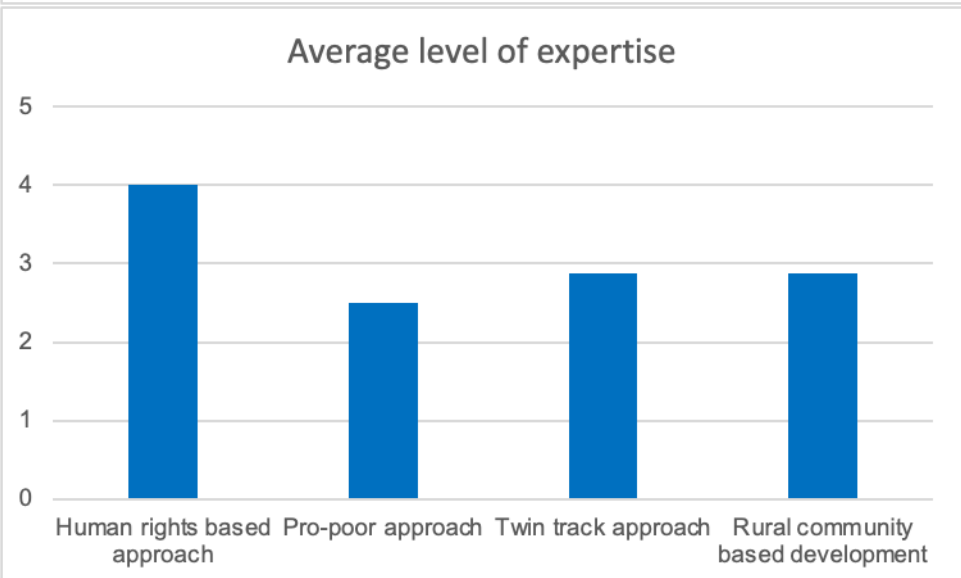
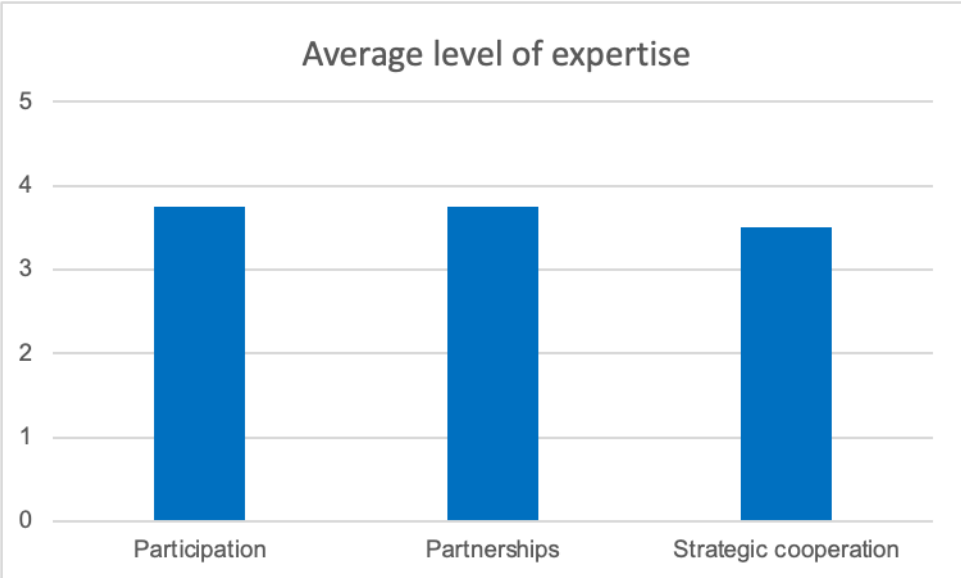
**Staff seniority in DPOD:**

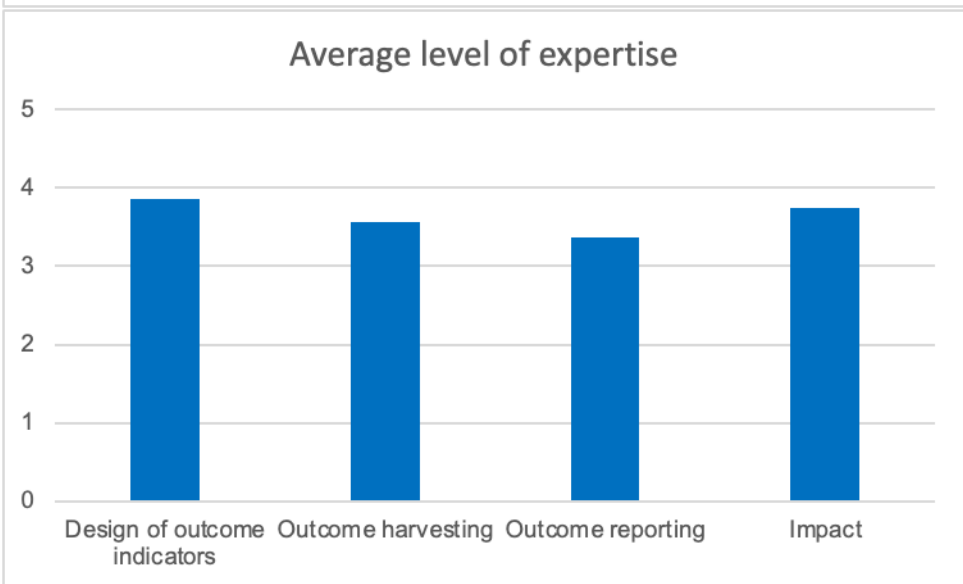
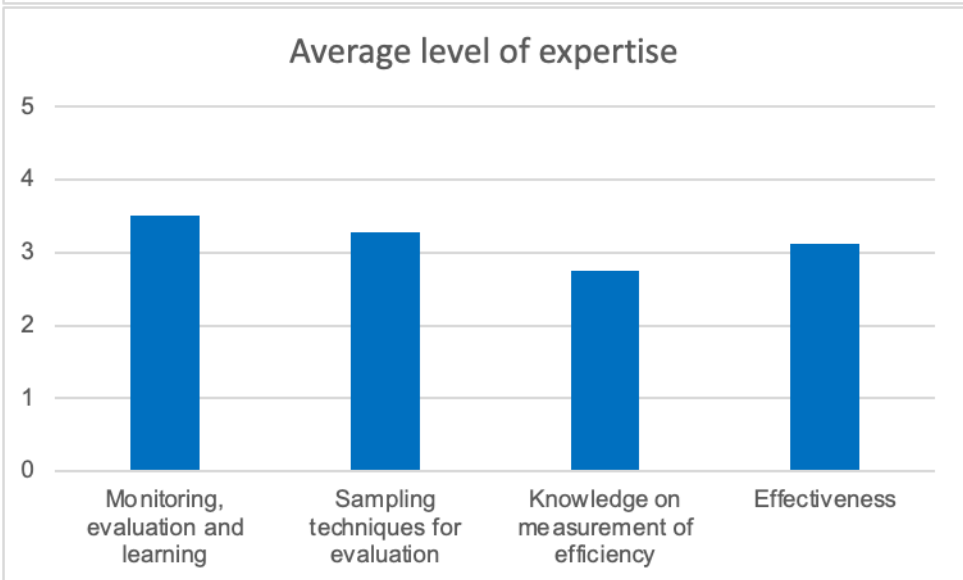


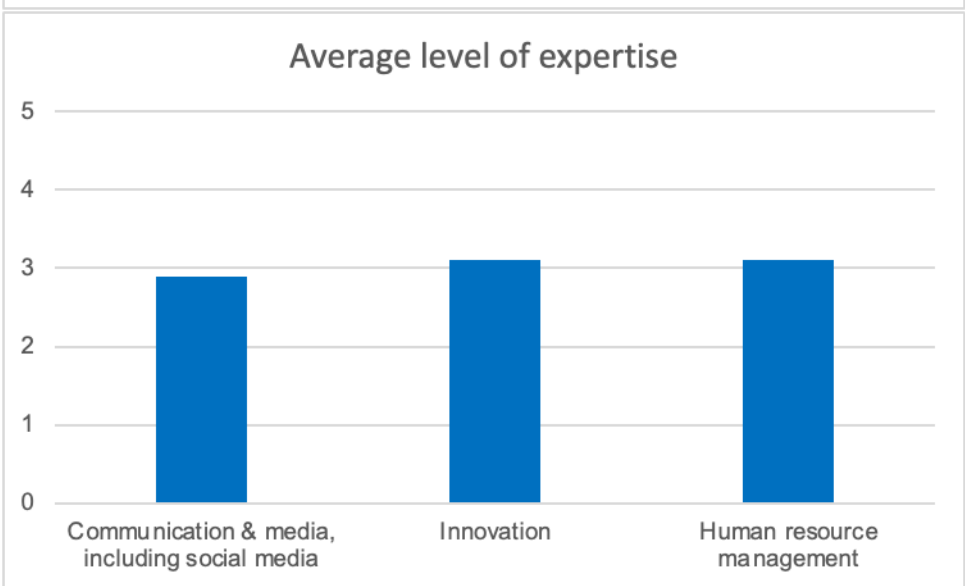
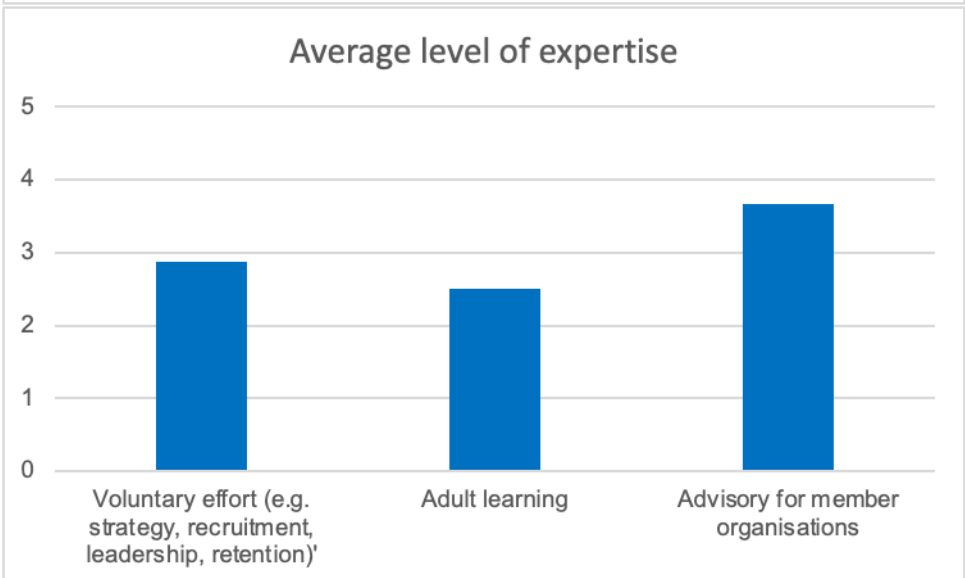
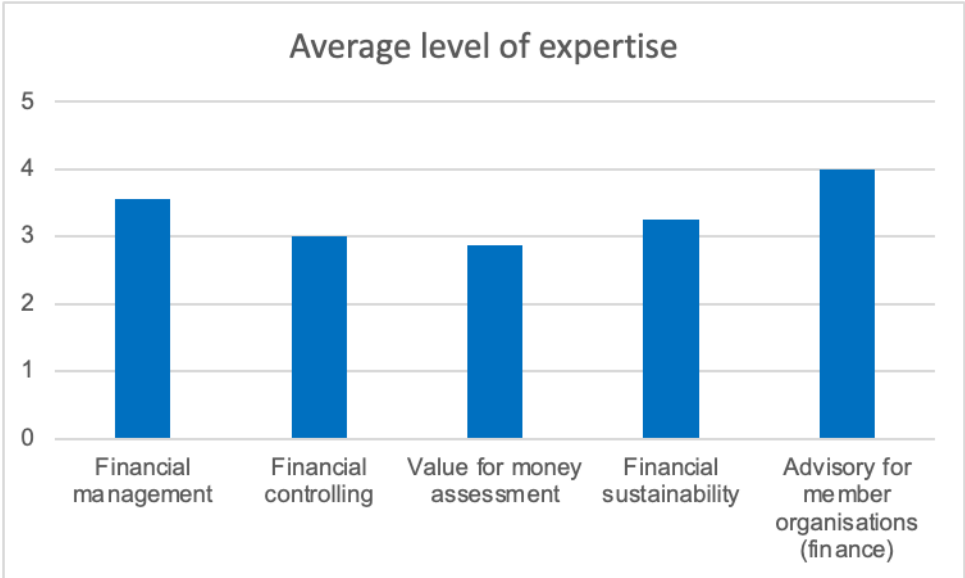
On average, international staff at DPOD has worked 6,3 years for DPOD. One staff member has worked 10 or more years for the organisation, 4 have worked less than 10 but more than 8 years for the organisation. The remaining 4 have worked for the organisation less than four years.

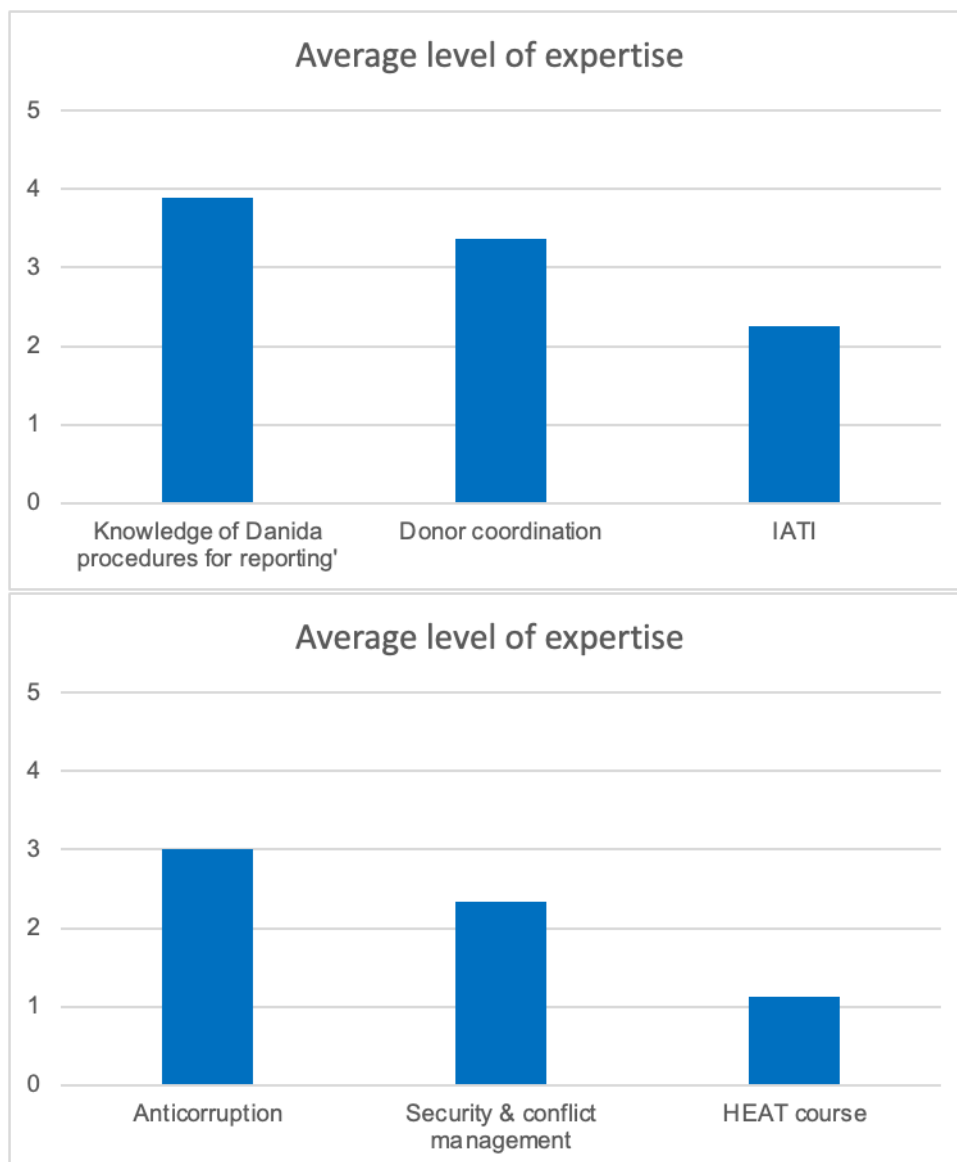












**Please list any competence areas you would like to develop (if any)**

|  |
|--|
| humanitarian and nexus.  |
| Gender & women's rights plus LGBTI+ and gender diversity within project development and design.  |
| Jeg kunne godt tænke mig at videreudvikle mig inden for mange forskellige områder, herunder dygtiggøre mig mere inden for inklusionsdagsordenen også i relation til humanitære indsatser, inden for ledelse mv.  |
| Humanitarian, facilitation/adult learning methods, continuously remain up to date on latest MEL thinking   |
| Project management.  |
| As a relatively new member of the team, I still have something to learn regarding the disability-specific areas of our work. The same goes on a deeper understanding of the Danish disability movement, where I still haven't visited local branches of the member organizations |



#### Annex 4: Survey among DPOD member organisations

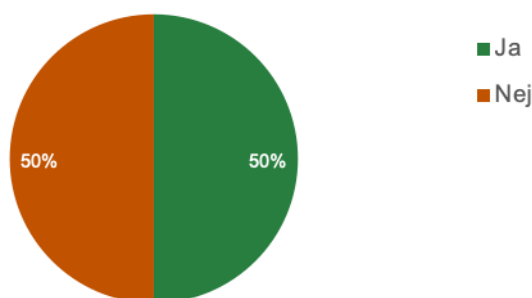
35 member organisations were invited to participate in a survey about DPOD's and their own engagement in international development cooperation.<sup>47</sup> The survey was conducted via Google Forms. A total of 26 MOs responded, of which 25 filled the survey.<sup>48</sup> This gives a response rate of 74 %. The questionnaire was split so that MOs stating that they had no international development cooperation experience answered a smaller set of questions.

The survey was conducted in Danish to ensure understanding of the questions among all participants. The questions and answers are not translated in the following, but the narrative analysis is in English.

When applicable, a comparison to MO survey results from previous DPOD review in 2018 is included. However, methodological caveats are needed, as the respondents are not identical 1:1 (in 2018 N=10, in 2023: N=13).

Among the 26 responding member organisations, 50% (13) declared that they **have or have been collaborating with or supported OPDs in developing countries** and 50% (13) declared, that they have not.

Har jeres organisation nogensinde samarbejdet med eller støttet  
handicaporganisationer i udviklingslande?  
26 svar



**All MOs agree or partially agree** that it is good, that DPOD and MOs support OPDs in developing countries. Since the 2018 review, these numbers have increased from 78% agreeing in 2018 to 88% agreeing in 2023.

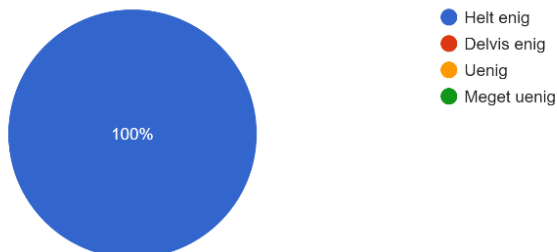
<sup>47</sup> Additionally, the organisation Parasport (who is not a member of DPOD) has also undertaken projects with funding from the DF. Currently, Parasport is involved through their umbrella organisations, DHF. Parasport was not initially included in the survey respondent list but was added later.

<sup>48</sup> One MO communicated via e-mail that they do not have this kind of activity, thus their feedback is only included in the results when relevant.

**All MOs with international development activities agree that it is good, that DPOD support and MOs support OPDs in developing countries:**

Udsagn: Det er godt, at DH og medlemsorganisationerne støtter handicaporganisationer i udviklingslande.

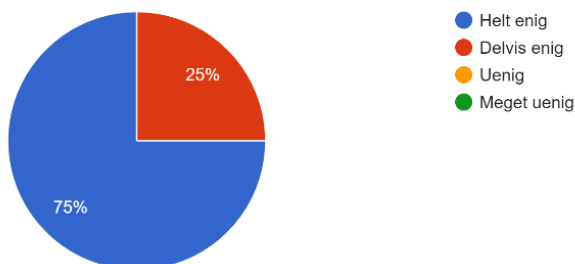
13 svar



**9 of 12 MOs without international development activities agree (3 partly agree) that it is good, that DPOD support and MOs support OPDs in developing countries:**

Udsagn: Det er godt, at DH og medlemsorganisationerne støtter handicaporganisationer i udviklingslande.

12 svar



#### Notes:

- *Handicappede er ofte blandt de mest stigmatiserede og udsatte befolkningsgrupper i udviklingslandene*
- *Der er et stort behov for støtte til mennesker med handicap og deres organisationer*
- *Det er vores pligt og ansvar at støtte vores "brødre og søstre" i det Globale Syd. Vi får også meget viden og læring derfra, som vi kan bruge i vores eget nationale arbejde.*
- *Mener at vi er forpligtede til at bistå og støtte udviklingslande med den viden og erfaring vi har opbygget om organisering af døvblinde. Dette skal gøres, hvis vi har døvblinde ildsjæle som kan gå forrest og være rollemodeller for [personer med handicap] i udviklingslandene.*
- *Vi har pligt til at vise solidaritet med mennesker i SYD*
- *Stor respekt for at I gør det. Det er ikke relevant for os lige nu, da mennesker med [handicap] i u-landene sjældent diagnosticeres med [handicap] og derfor dækkes af andre organisationer for bevægehandicap*

- *Det er utrolig vigtigt at handicap organisationer involveres direkte. At det ikke gøres af andre for dem men af dem selv. At de involveres. Og vi er som danske handicaporganisationer de bedste til at hjælpe Syd organisationer med at blive stærkere sammen.*
- *Vores komparative fordele - medlemsdemokrati og specialviden samt ligeværdige menneskelige møde/forståelse er helt unik. Vi støtter demokrati og kapacitetsopbygning og administration - ikke blot aktiviteter.*
- *Vi har som organisation en forpligtelse til at arbejde for bedre vilkår for mennesker med handicap i lande med begrænsede ressourcer.*
- *Ikke vores primære støtte område, men det er godt, at det sker*

-

## - **Member organisations without international development cooperation experience**

Reasons for not engaging in international development cooperation include:

- Vi har ikke haft nok menneskelige ressourcer til at gå i gang med internationalt udviklingsarbejde (5)
- Vi tror ikke, at vores medlemmer er interesseret i, at vi går ind i internationalt udviklingsarbejde (4)
- Vi har taget en beslutning som organisation om ikke at indgå i internationalt udviklingsarbejde (1)
- Vi kender ikke til Handicappuljen eller muligheden for at være internationalt aktive, men kunne godt være interesseret i at vide mere. (1)
- Ikke fundet det målrettede vores målgruppe (1)
- Vi har haft en repræsentant i et projekt i Uganda - men ikke søgt støtte selv (1)
- Vi har netop fået vores første bevilling - men har endnu ikke startet implementeringen (1)
- Ansøgnings- og afrapporteringsprocessen er for administrativt tung (bureaukratisk) (0)
- Vi har været internationalt aktive, men er stoppet (0)

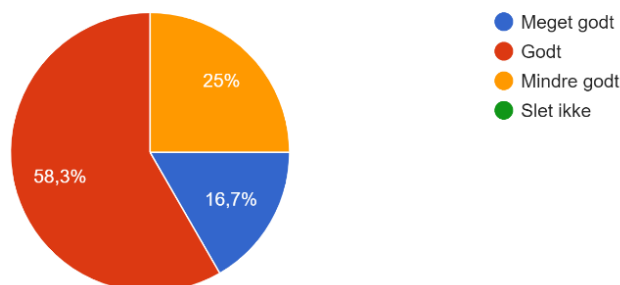
Notes:

- *[navn på organisation] er via sit medlemskab af International [navn på organisation] indirekte med til at støtte kapacitetsopbygning af [navn på organisation] i udviklingslande, men har indtil videre ikke været operationelt aktive.*
- *Vi har ønsker om at hjælpe i Nepal med råd og vejledning i at få lavet en forening for stomiopererede evt. få et par sygeplejersker til Danmark for at lære om stomiplejer. Vi er i dialog med DH*
- *Vi har udelukkende fokus på danske patienter*
- *Vi håber på, at det blot er den første i en række bevillinger men nu tager vi et skridt af gangen. Vi er meget åbne overfor int. samarbejde, men har indtil nu ikke haft ressourcerne og/eller kapaciteten til at arbejde med struktureret internationalt. Nu ser det lysere ud, og vi glæder os til at kunne samarbejde mere med DH fremadrettet.*

9 out of 12 MOs are very well or well informed about DPOD and MOs support to DPOs in developing countries, including the Disability Fund. 3 MOs are less informed, and 0 MO are not informed at all.

Hvordan synes I, at I er informeret om DH og medlemsorganisationernes støtte til handicaporganisationer i udviklingslande, herunder Handicappuljen?

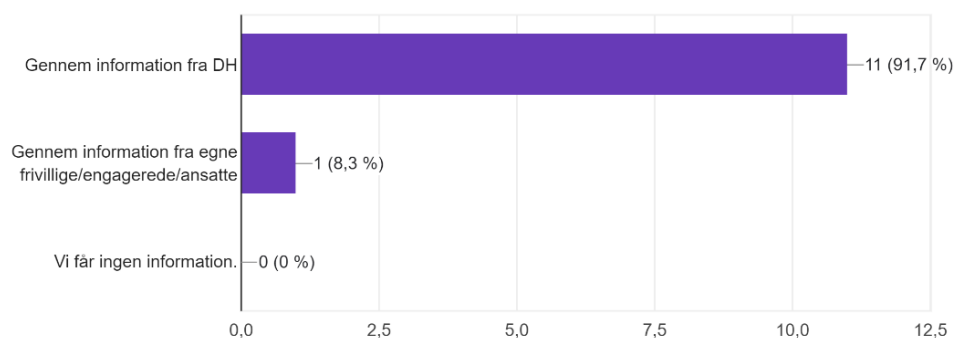
12 svar



11 out of 12 MOs not working within international development receive information about DPOD's and MOs' development work through DPOD. One gets information through own staff or volunteers.

Hvordan får I information om DH og medlemsorganisationernes udviklingsarbejde?

12 svar



When asked what it take for the MOs to engage in international development work, **7 out of 12 respond**, that **ressources including sufficient funds for staff** is needed. **3 MOs state that interest in development** work needs to increase, compared to now. **2 MOs would like more advice** from DPOD on this. And one MO has recently applied but cointinue to see the funding of staff as a challenge.

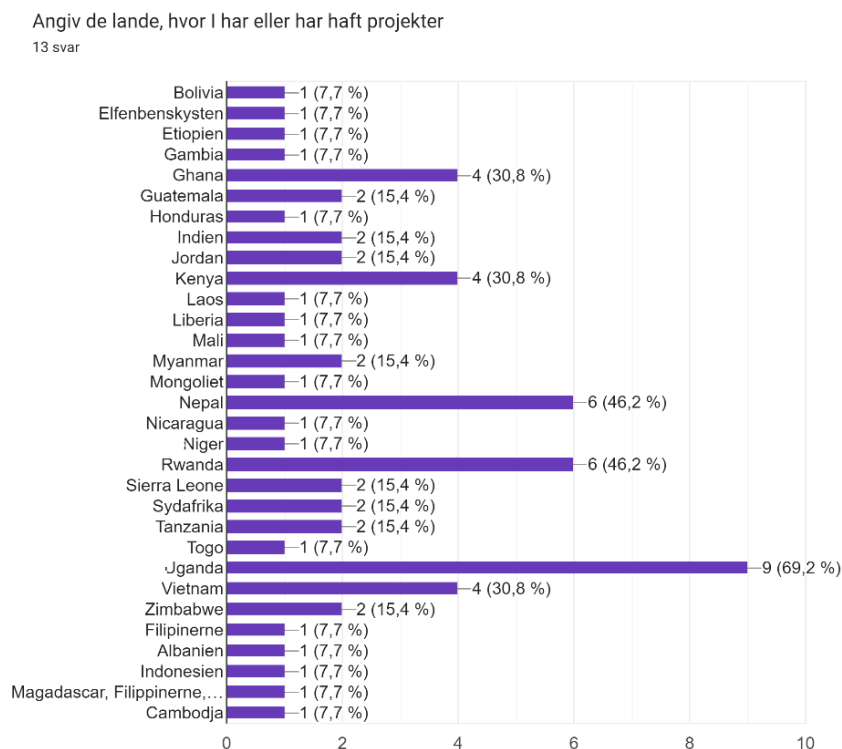
- At vi kan finansiere tilstrækkeligt personale til at arbejde med udviklingsarbejdet (5)
- At interesse for udviklingsarbejdet i vores organisation stiger i forhold til nu (3)
- Mere rådgivning fra DH til os om dette arbejde (2)
- MANGLENDE RESOURCER OG ØKONOMI HER OG NU (1)
- Vi har ikke resurser til og gå ind i arbejdet (1)
- At vi rekrutterer (flere) frivillige, der vil arbejde med udviklingsarbejdet (1)
- Vi er som nævnt netop startet - men oplagt at personale finansiering altid er en udfordring (1)

- **Member organisations with international development cooperation experience**

On average, active MOs have **20 years' experience** in international development cooperation. 38 years being the longest experience.

**12** out of 13 MOs with international development cooperation experience responded that they have **received funding from the Disability Fund**. One MO responded that they do not know as the work took place 25-30 years ago. Other funding sources such as own funds, (direct support from) Danida, CISU, Den Obelske Familiefond, DUF, European Hemophilia Consortium etc.

The most **popular country** among MOs to undertake development cooperation, is **Uganda (9)**, followed by **Nepal (6)**, **Rwanda (6)**, **Ghana (4)**, Kenya (4), and Vietnam (4). This correlates with the countries, in which DPOD have - or have had - supporting activities with umbrella organisations.



Organisational development and capacity-building is the top scorer in thematic areas of MO projects along with advocacy and empowerment. Livelihood is also mentioned. Among disability or target group specific focus areas are e.g. employment, education, right to learn and use sign language, and sexual orientation.

**Organisationsudvikling**

- *General organisationsopbygning af handicaporganisationer / bevægelser*
- *kapacitetsopbygning af ungdomsorganisationer, beskæftigelse, seksualitet*
- *Ret til tegnsprog*
- *organisationsopbygning, kommunikationsundervisning, ADL, politisk interessevaretagelse*
- *OD, Livelihood, OD i distrikter. advocacy*

- *Vides ikke*
- *Empowerment. Information og rettighedstræning. Fortalervirksomhed. Employment and education. Organisations udvikling*
- *Kapacitetsopbygning, fortalervirksomhed og medlemsdemokrati*
- *Opbygning af organisation*
- *En række forskellige temaer og organisationsstyrkelse, kapacitetsopbygning, advocacy m.v.*

Among the 13 internationally active MOs, the average **number of staff is 2,7 per organisation** (based on headcount, not fulltime equivalent). Maximum number of staff is 18 (1) and minimum is 0 (4). A total of 35 staff among the 13 MOs.

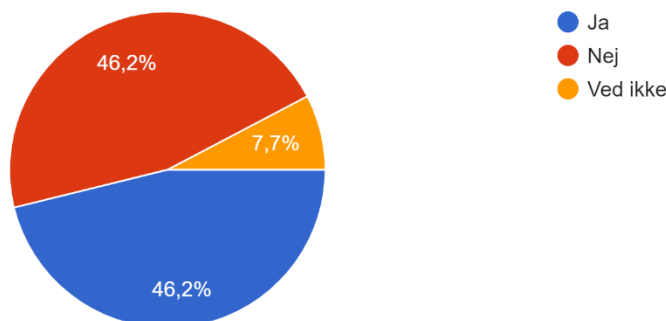
Among the 13 internationally active MOs, the average **number of volunteers is 5,6 per organisation** (based on headcount). Maximum number of volunteers is 20 (1) and minimum is 0 (3). A total of 73 volunteers among the 13 MOs.

### Own policies and monitoring

6 out of 13 internationally active MOs have developed their own procedures and guidelines for their international work.

Har I formuleret jeres egne procedurer og retningslinjer det internationale arbejde?

13 svar



Internationally active MOs have, on average, conducted **9-10 yearly financial monitoring visits** among their partners in 2019-2022. However, one MO counts for 100 visits per year. If leaving this MO out, the average is between **0,2 and 1,5 financial monitoring visits per year**, being the lowest in 2021.

Some MOs are not entirely sure when or what a **DPOD supervision visit** took place. However, 3 MOs mention that it took place in 2022, one MO mentions 2020, another mentions virtual visits during Covid-19. 4 MOs say that they may never have had supervision visits form DPOD.

MOs' work with **anticorruption** includes policies and procedures, standards for financial monitoring visits, section in contract with partner, close contact with partner, guides from DPOD.

Notes:

- *Vi har formuleret et antikorrupsions papir, vi har lavet standarder for finansiel tilsyn hos vores partnere udført af vores personale, vi udarbejder Mango analyser af hver partner årligt,*
- *De foreskrevne procedure - og bliver vi opmærksomme på evt. udfordringer, undersøger vi yderligere, evt. med ekstern revisor i partnerland*
- *Vi følger DH's antikorrupsion retningslinjer og gennemgår dem med vores partnere ved projektopstart.*
- *Vi har altid været strikse med krav om kvitteringer og har stillet kritiske spørgsmål, hvis vi var i tvivl om, hvorvidt dele af midlerne blev anvendt efter aftalen og til de rette formål*
- *Det indgår i inception - mødet når et nyt projekt starter og det er indskrevet i projektkontrakten.*
- *Vi laver ikke ulandsarbejde længere*
- *Der er paragraf i vores kontrakter med partnerne. Vi bestræber os på at snakke kontrakten igennem med partnerne inden underskrift og senest på 'kick-off' besøg i starten af projektet. Vi har også indført finansielle tilsyn udført af økonomi afdelingen*
- *Det er ikke noget vi går ind i. Ud over at have en tæt relation til vores partner*
- *via DH*
- *Vi bruger DH guider og Danida guider. Clause indskrevet i alle kontrakter. Vi har langvarige partnerskaber og drøfter løbende partnernes fokus på antikorrupsion i forbindelse med tilsynsbesøg. Vi har haft én C-sag på 5000 DKK.*

MOs' work with **PSEAH** includes training, strategy, safeguarding policy, employment of legal expert, want to establish whistleblower, guides from DPOD. However, **some MOs do not work with PSEAH** and one MO mentions that it is not relevant for their development work.

Notes:

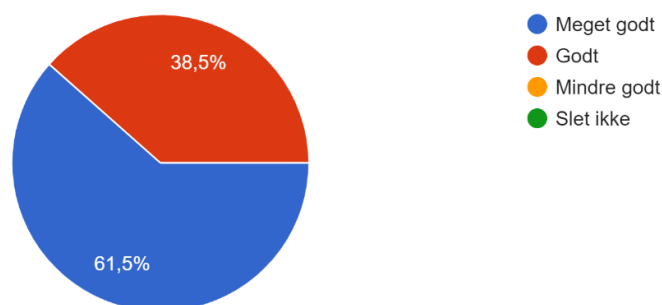
- *I vores større projektlande har vi et ligestillingsudvalg der står for præventivt arbejde i form af træning og uddannelse af promotorer, vi har haft emnet på adskillige persona workshops, vi har formuleret strategi og har i skrivende stund en kladde til en adfærdskodeks,*
- *De foreskrevne procedure*
- *Vi er i gang med at udvikle vores safeguarding policy og regner med at vores partnere sætter det på deres dagsorden i løbet af 2023.*
- *Det har jeg ingen viden om*
- *Netop dette er et stort tema i vores projekt for hjemløse kvinder med psykiske udfordringer i Uganda. Der er en ansat med juridisk uddannelse, politiet i de områder vi arbejder er blevet trænet i at modtage anmeldelser fra kvinderne. Sagerne bliver ført til retten eller behandlet af område lederne. Mere generelt er vi på vej med policy på området.*
- *Ikke relevant ift ulandsarbejde*
- *Dette arbejde er i proces. Vi deltager i DH møder om emnet men har endnu ikke en politik på området. Vi vil fremadrettet have emnet med som en del af det vi har dialog med partnere om på projektbesøg. Lev vil i 2023 etablere en Whistleblower ordning som også vil dække det internationale område.*
- *Vi arbejder ikke med det.*
- *N/A*
- *Vi følger DHs retningslinjer og adfærdskodeks. Arbejder med udarbejdelse af fælles safeguards for hele DAB og separat for det internationale arbejde er i gang til færdiggørelse i foråret. Flere partner har færdig policies - nogle partner involveret i FABO.*

## DPOD support and information

8 out of 13 MOs with international development cooperation experience are **very well informed** about DPOD and MOs support to DPOs in developing countries, including the Disability Fund. 5 MOs are well informed, and 0 MO are less or not informed at all.

Hvordan synes I, at I er informeret om DH og medlemsorganisationernes støtte til handicaporganisationer i udviklingslande, herunder Handicappuljen?

13 svar



Internationally active MOs primarily get information through DPOD newsletters, direct emails, website, after work-meetings and other events.

### Notes:

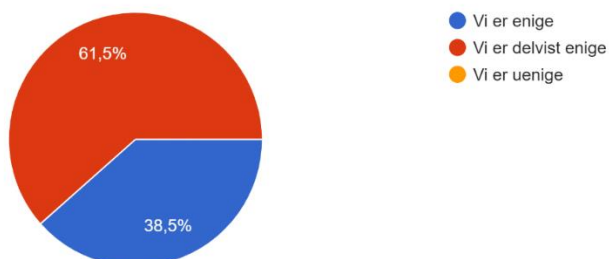
- *Årsberetning, møder*
- *Nyhedsbreve og møder med DH's personale*
- *nyhedsbreve og direkte mails, fyraftensmøder, personlige kontakt*
- *Nyhedsbreve og fyraftensmøder*
- *SMH deltager bredt i DH arrangementer i Huset*
- *Der kommer email både fra International Chef (som giver meget udførlige og informative emails) og rådgivere på konkrete emner, vi deltager i forskellige møder, i engagement og polici gruppen, fyraftensmøder, læser nyhedsbreve, har løbende kontakt med DH ansatte. Mest kommunikation sker på program niveau. [navn på organisation]s direktør informeres løbende. Formand sidder med i DH FU, så der kommer der også information.*
- *Internationalt Nyhedsbrev, Hjemmeside og kontakt med DH Rådgiver*
- *Da vi jo sidder i samme hus har vi ofte kontakt og har nem adgang til udveksling. Fyraftensmøder og andre faglige møder*

The survey found that among the 13 internationally active MOs, **5 MOs agree** and 7 partially agree that the **guidelines** for DF grant applications are understandable and easy to follow. No respondents declared that they disagree.



Udsagn: Retningslinjer for ansøgning til Handicappuljen er forståelige og lette at følge.

13 svar



#### Notes:

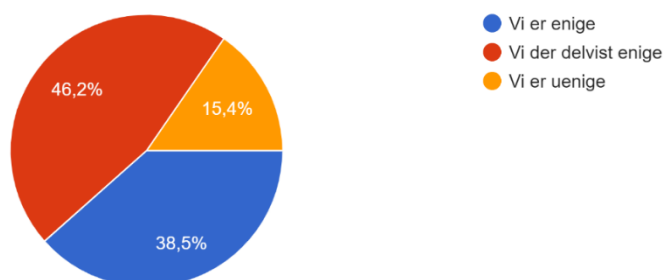
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Det er noget tid siden, jeg satte mig ind i reglerne, men dengang virkede det relativt lige til*
- *For ansatte er de forholdsvis lette, men for frivillige meget vanskelige*
- *Udover de trykte retningslinjer, har DH's rådgivere været gode til at vejlede os og svare på vores spørgsmål.*
- *Vi finder det med tiden er blevet meget omfangsrigt. Det kræver noget at en mindre organisation som vores at ansøge.*
- *Det kan nogle gange være svært at se hvor en given information skal skrives, hvilken information der ønskes.*
- *De er omfattende, men gode og man har forsøgt at gøre det tilgængeligt*
- *Langt og meget omfattende*
- *Kun Fair Share delen af et budget - er ikke godt vejledt - Men det komme primært fra en meget vag beskrivelse fra ministeriets side.*

Among the 13 internationally active MOs, **5 MOs agree**, 6 partially agree and 2 disagree that the **guidelines for DF grant** provide support modalities **relevant to their needs**.

There is a general satisfaction with the available support modalities. However, comments highlight that multiple partnership projects are not sufficiently supported in existing modalities.

Udsagn: Retningslinjer for ansøgning til Handicappuljen tilbyder støttemuligheder, der passer til vores behov.

13 svar



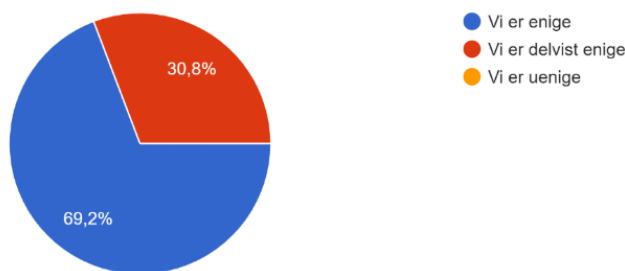
Notes:

- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Jeg har ikke undersøgt*
- *Det er meget svært med de nuværende retningslinjer at støtte flere partnere i samme projekt.*
- *Rammerne kan sommetider være for snævre/rigide.*
- *Det skal være mere klart og tydeligt, hvilken type støtte vi kan få til ansøgningen*
- *Vi kan altid få den nødvendige rådgivning fra en konsulent.*
- *Vi kender ikke til retningslinjerne*
- *Vi har lige nu et projekt i Rwanda, hvor vi har [navn på organisation] og [navn på organisation] med. Det kræver meget tid at koordinere en sådan indsats og det mener vi ikke helt tilgodeses i de nuværende modaliteter.*
- *Bortset fra måske en mulighed for at støtte medlemsdemokrati og foreningsadministration hos partneren i længere tid.*
- *langt og omfattende - kunne forenkles*
- *DH har omfattende og let tilgængeligt materiale med retningslinjer.*

Among the 13 internationally active MOs, **9 agree** and 4 partially agree, 0 disagree that **DPOD's information about the Disability Fund** gives them **what they need to know**. This indicates that although some MOs mention that they sometimes struggle to navigate in the large amounts of information, they receive the information, they need. Results are improved somewhat since 2018 (5 of 10 MOs agree, 5 partly agree).

Udsagn: DH's information om Handicappuljen giver os hvad vi har behov for at vide. Information er f.eks. retningslinjer, bevillingsprocedurer, fyraftensmøder.

13 svar



Notes:

- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Det kan jeg ikke svare*
- *Der er adgang til nødvendig information*
- *Vi deltager i DHs arrangementer og kan her få de relevante oplysninger - ellers kan vi spørge og få hjælp hos en konsulent.*

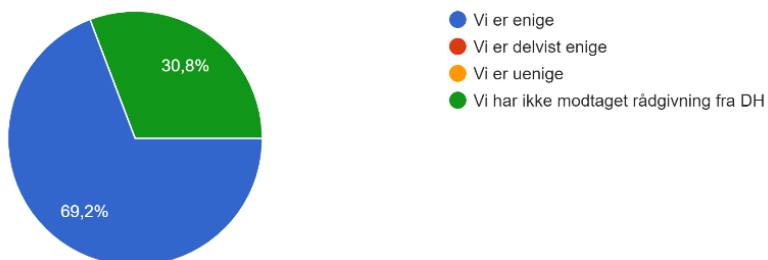
- *Jeg synes der er rigtig meget information. Som en lille forening kan vi ikke altid holde rede på det hele og nå det hele.*
- *Informationen er let tilgængelig og nem at finde og nem at bruge.*

Among the 13 internationally active MOs, **9 agree**, none disagree that they receive good **advice from DPOD** when writing their DF **grant application**. 4 MOs indicate that they have not received advice.

Furthermore, the comments indicate high satisfaction with the quality and access to receive advice from DPOD.

Udsagn: Vi får god rådgivning fra DH om Handicappuljen, når vi laver en ansøgning.

13 svar



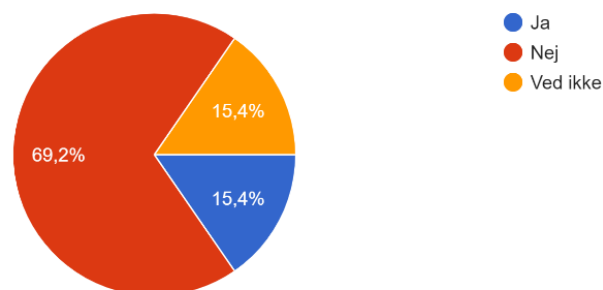
#### Notes:

- *Vi har ikke søgt DH*
- *Vi har ikke skrevet nogen de senere år.*
- *DHS internationale afdeling er let tilgængelig og man kan altid få en aftale med kort varsel*
- *Vi er oftest meget tilfreds med den rådgivning vi får - vi er ikke altid helt enige med konsulenten, men finder en løsning.*
- *Vi laver ikke ulandsarbejde længere*
- *Meget, meget god rådgivning.*
- *Det tilbydes god rådgivning der dækker vores behov godt. Nemt at få rådgivning*

2 MOs have refrained from asking for advice when applying for funding or on other occasions. 9 have never refrained from seeking advice from DPOD, and 2 MOs answered that they don't know if they did.

Har I nogensinde undladt at bede om rådgivning fra DH ifm. en ansøgning eller i anden sammenhæng?

13 svar



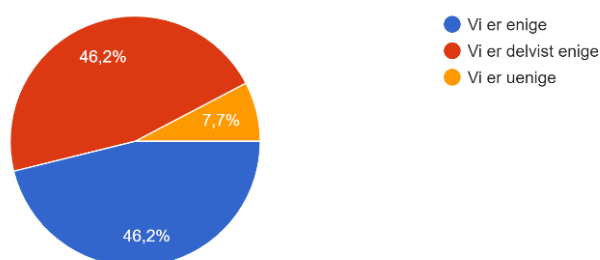
**Notes:**

- *Vi har haft rigtig mange ansøgninger og der kan være enkelte, hvor vi ikke har fået rådgivning*
- *Den internationale afdeling er meget proaktive ifht til at tilbyde deres hjælp*
- *Vi søger altid en nogle gange lidt hurtig gennemlæsning og efterfølgende et møde omkring ansøgninger - for en sikkerheds skyld - om der skulle være noget der ikke ville kunne blive godkendt.*
- *Ikke i nyere tid, i hvert fald.*
- *Kun yderst sjældent hvis vi ikke selv har haft tid i en presset proces.*

6 of 13 active MOs agree and 6 partially agree and one disagrees that they receive **good feedback** and information from the **Appropriation Committee** when applying for funding. The satisfaction with the Appropriation committee has slightly decreased since 2018 (7 MOs of 10 MOs agree and 3 partly agree). This could be due to the new situation of increased competition and the current scoring system.

Udsagn: Vi får god feedback og information fra bevillingsudvalget på vores ansøgning.

13 svar



**Notes:**

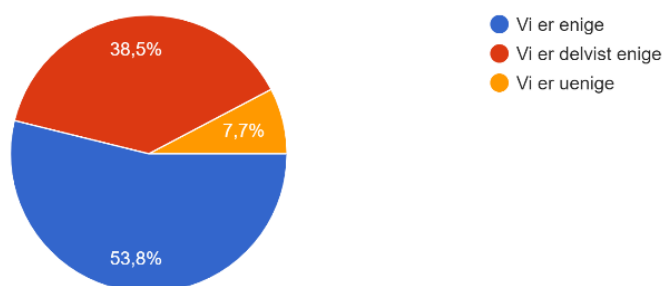
- *Fik et udsættende afslag på ansøgning pga manglende bilag som dog var vedlagt.*
- *Ikke relevant*

- *Det er ikke altid til at blive klog på hvorfor en ansøgning har fået det antal point.*
- *Vi har ikke søgt*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Grundig beskrivelse af scoring af ansøgninger og mulighed for opfølgende møder med DH.*
- *Det er ikke beskrevet tilstrækkelig, hvordan man kan forhøje sin score, f.eks. hvorfor der gives et tretal og ikke et fire eller fem tal.*
- *Det er en meget forståelig og brugbar feedback fra BU som vi ofte dele med vores partner.*

7 of 13 MOs agree (5 partly agree and 1 disagrees) that **procedures for follow-up and reporting** are generally good. The satisfaction with the procedures for follow-up and reporting have increased since 2018 (3 of 10 MOs agree, 5 partly agree and 2 disagree).

One MO mentions that feedback is sometimes late and others comment that there are many changes to the formats, but most of the changes improve the formats.

Udsagn: DH's procedurer for opfølgning og afrapportering er generelt gode  
13 svar



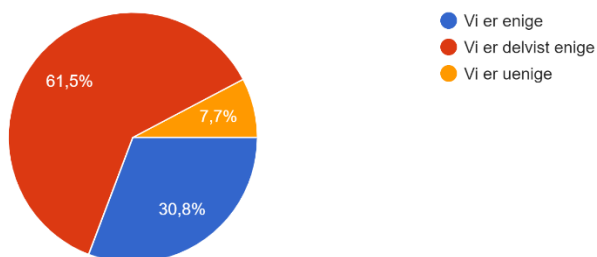
#### Notes:

- *Der bliver gjort et stort arbejde for at tilpasse formater bedst muligt. Der er mange informationer der skal videre gives til UM, og dem skal DH jo indhente hos MOs lettest muligt, så formaterne kan være ret detaljerede. Frekvensen for afrapportering er tilpasset vores projekt cyklus.*
- *Ikke relevant*
- *Vi har ikke nogen afrapporteringer*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Der kan komme mange ændringer i procedurerne men de er som regel til det bedre.*
- *DH's feedback kommer til tider flere måneder efter indsendelse af rapporter og krav om forbedring af rapporter er til tider meget krakilske*
- *Det er blevet meget bedre. Som en lille forening har vi dog stadig svært ved det. Men det er fordi vi mangler gode hoveder med tid til det.*

**4 out of 13 MOs agree**, 8 partly agree and 1 disagrees that **financial budget and reporting formats** are understandable, appropriate, and easy to understand. The satisfaction with the financial budget and reporting formats have slightly decreased since 2018 (4 of 9 MOs agree, 5 partly agree). Part of the reason could be implementation of fair share and other requirements introduced since 2018.

Udsagn: Finansielle budget- og rapporteringsformater for Handicappuljen i DH er forståelige, passende og lette at følge.

13 svar



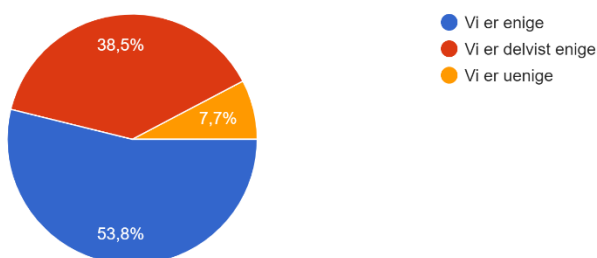
**Notes:**

- *Det har været en stor udfordring at arbejde med Fair Share. Det gælder både de manglende retningslinjer og et system med stor kompleksitet*
- *Tidligere formater var ikke lette at forstå - det er der blevet rådet bod på, så næste gang vi skal afrapportere vil det blive lettere - det er specielt optælling af individuelle personer, grupper af personer og resultater af advocacy der kan være svært at imødekomme.*
- *Ikke relevant*
- *Vi har ikke haft nogen rapporteringer*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *De kunne godt være mere enkle, især for mindre projekter udført af frivillige*
- *Der er lige kommet nyt budgetformat. Jeg hader det. Men, måske det bliver bedre?*

**7 out of 13 MOs agree** (5 partly agree, 1 disagrees) that **DPOD supports MOs** so they have the right **capacity to handle the projects**. This result is similar to 2018 (4 of 10 MOs agree, 5 partly agree and 1 disagrees).

Udsagn: DH støtter medlemsorganisationerne, så de har kapacitet til at håndtere projekterne.

13 svar



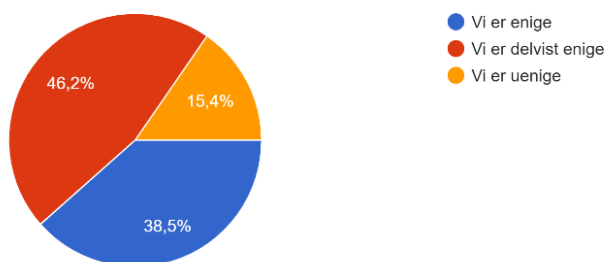
Notes:

- *Det er ikke så meget vi har brug for støtte til det projekttekniske, da vi har en del erfaring med projekter og programmer i [navn på organisation]s 'internationale afdeling'.*
- *DH støtter MO i deres arbejde, men MOs skal selv ha' kapaciteten til at udføre det.*
- *Det skal jeg som sagt ikke kunne udtale mig om*
- *Selvom vi ikke altid har haft brug for støtte, så ved vi den er der.*
- *Vi har ikke haft noget projekt.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Det sprog der bruges af DH's personale er ikke altid forståelig for frivillige*
- *Ja, individuel rådgivning og kurser/møder der tager relevante temaer op. Jeg synes ofte, at vores rådgiver deler tendenser og læring som går på tværs af de ulandsaktive medlemsorganisationer.*

**5 out of 13 MOs agree** (6 partly agree, 2 disagree) that **DPOD supports MOs** so they have the right capacity to handle the projects, **financially**. This result is slightly improved since 2018 (2 of 10 MOs agree, 6 partly agree and 1 disagrees, 1 don't know).

Udsagn: DH støtter medlemsorganisationerne, så de har kapacitet til den finansielle håndtering af projekterne.

13 svar



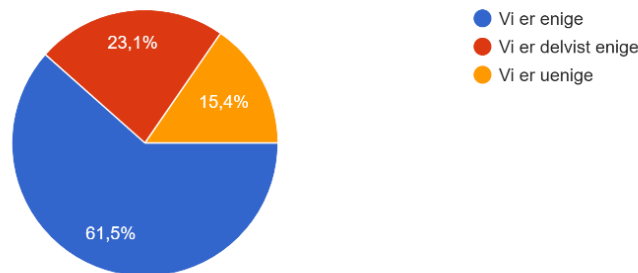
Notes:

- *Generelt stor og god støtte fra DH. Udfordringerne har været tilknyttet Fair Share som har været for stor en udfordring for os alle inklusiv DH*
- *DH informere om hvordan budgetformaterne virker til ansøgninger, de har et format til budgetændringer, men igen MOs skal selv kunne bruge formaterne og arbejde i dem.*
- *Ikke relevant*
- *Selvom vi ikke altid har haft brug så støtten så ved vi den er der.*
- *Vi har ikke haft noget projekt.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *vi får ikke denne type støtte*
- *Det har vi nu aldrig fået megen støtte til. For min skyld kunne DH overtage den del af arbejdet - i hvert fald den løbende opfølgning.*

**8 out of 13 MOs agree** (3 partly agree, 2 disagree) that **DPOD adds value** - additional to financial contribution - to the MOs' work in developing countries. The satisfaction with DPOD's added value have slightly decreased since 2018 (8 of 10 MOs agree, 2 partly agree).

Udsagn: Udover at bidrage med midler, tilfører DH merværdi til vores arbejde i udviklingslandet.

13 svar



#### Notes:

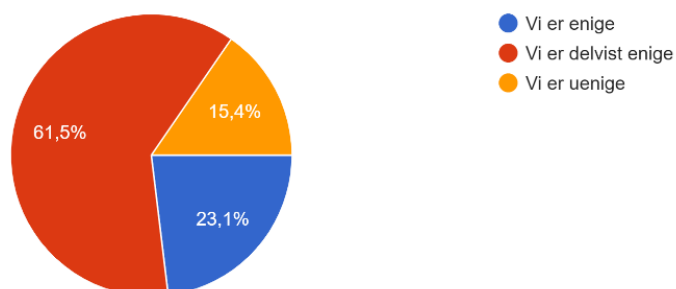
- *Det er utrolig vigtigt at DH løfter de tværgående temaer, som vi ikke selv har tid til. Men der kan godt komme mere ud af de partnerskaber som DH har i henholdsvis Ghana, Rwanda og Nepal. Det gælder specielt arbejde med CRPD herunder data og 'evidence based advocacy'*
- *DH udvikler fælles holdninger blandt MOs gennem deres fyraftensmøder og deler deres viden med MO*
- *Ikke relevant*
- *Vi har ikke gjort brug af dette*
- *Vi har ikke haft noget projekt*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Programudviklingsprocesser/projektcyklus materiale*
- *Der er ikke meget forbindelse med vores arbejde og DH's arbejde*
- *Outcome Harvesting workshop i Uganda var virkelig god.*

**3 of 13 MOs agree**, 8 partly agree and 2 disagree that the **Disability Fund works well** and should not be changed. The scoring system and increased competition are highlighted as main issues that needs immediate attention. The satisfaction with the Disability Fund have somewhat slightly decreased since 2018 (6 of 10 MOs agree, 1 partly agrees, 3 disagrees).



## Udsagn: Handicappuljen fungerer godt og skal ikke ændres.

13 svar



### Notes:

- *Det har indtil nu fungeret godt, men med det nye pres på puljen, er der også kommet udfordringer med scoringssystemet og den måde vi søger med en række enkeltprojekter*
- *Vi har et godt samarbejde med DH og får vores behov for støtte og rådgivning opfyldt.*
- *Vi ønsker andre organisationer held og lykke med indsatsen*
- *Ikke relevant*
- *Formalia kan altid gøres nemmere tilgængelig og overskuelig*
- *Pointsystemet er ikke godt nok skruet sammen, i den seneste bevillingsrunde fik den ansøgning med færrest antal point en bevilling foran andre ansøgninger med flere point! Utilstrækkelige midler i handicappuljen.*
- *Der mangler finansiering til administration i medlemsorganisationerne*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Handicappuljen er en uvurderlig mulighed for at støtte opbygningen af demokratiske og stærke handicaporganisationer og dermed støtte mulighederne for personer med handicap i partnerorganisationer. Handicappuljen er imidlertid størrelsesmæssigt helt utilstrækkelig til, at der kan etableres partnerskaber indenfor en bred vifte af handicapområder, samtidig med at partnerskaberne skal være af en sådan kvalitet og volumen at det kan gøre en reel forskel. Derudover betyder den øgede konkurrence om midler fra puljen at samarbejde på tværs, vidensudveksling og nytænkning har fået vanskelige kår. Vi mener, at handicappuljen fremover i langt højere grad må tage sigte mod skabelse af bæredygtige partnerskaber af høj kvalitet.*
- *Det er en demokratisk underskud i puljen, DH træffer væsentlige beslutninger. Der er ikke tilstrækkelig gennemsigtighed i beslutninger og økonomi især i forhold til DH's egne aktiviteter. Vi er gået fra 12 medlemsorganisationer til ca. 6 nu.*
- *Jeg synes overordnet at det fungerer rigtig godt. Der kunne måske godt være mulighed for at lade vores partner i Uganda rejse mere og også dele mere ud af deres kapacitet - for eksempel i Kenya og Rwanda. Uden at vi nødvendigvis skal være partner med en [navn på organisation] i de 2 lande. Det kan man ikke på nuværende tidspunkt. DH må heller ikke træne vores partner i Uganda uden at vi også er der. Det kunne måske godt løses mere fleksibelt.*

Har I gode råd eller ønsker til forhold, I mener bør ændres i Handicappuljen?

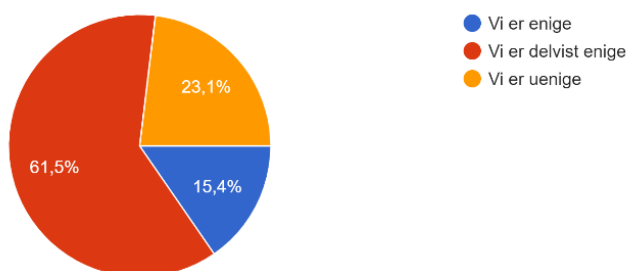
- Med det nye pres på handicappuljen vil der være brug for at kigge på ændringer. At være afhængig af kortere projektstøtte vil bevirke, at vi ikke kan arbejde med langsigtede partnerskaber. De ofte svage handicaporganisationer, som vi støtter, bliver ikke stærke i en enkelt projektperiode. Vi ser derfor meget gerne en program modalitet med fokus på kapacitetsopbygning. Her vil man evt. også skulle forpligte sig på, at man som program organisation dels tager flere mindre danske organisationer med i projekterne og dels sikrer bredere engagement i Danmark. Men det kræver ressourcer.
- For en lille organisation som [navn på organisation] kan det være svært at løfte selvstændige projekter, her vil deltagelse via [navn på organisation] eller DH nok være mere relevant, hvis vi som forening igen skal engagere os i internationalt udviklingsarbejde
- Gennemtænke pointsystemet og flere penge i puljen.
- Se ovenstående
- Evaluering af scoringssystem og bevillings proces. Der bruges for mange midler til DH's aktiviteter.
- Jamen, kunne man forestille sig at DH tog mere af det administrative arbejde fra os - og lod os have den mere "faglige sparring" omkring medlemsdemokrati, fortalervirksomhed og epilepsi? Jeg ved ikke helt hvordan, men økonomistyring og rapporter er bare tidskrævende selvom de er blevet lettere.

## STRATEGIC INVOLVEMENT

**2 of 13 MOs agree**, 8 partly agree, 3 disagree that DPOD involves MOs in DPOD's own strategic and development cooperation. The satisfaction with MO involvement in DPOD own strategic projects have slightly decreased since 2018 (5 of 10 MOs agree, 2 partly agree, 1 disagree, 2 don't know).

Udsagn: DH involverer medlemsorganisationer i DH's eget strategiske samarbejde og udviklingssamarbejde.

13 svar



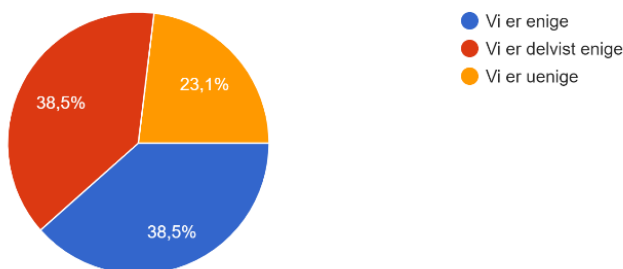
### Notes:

- *Som medlemsorganisation har vi ikke været væsentligt involveret i udvikling af partnerskabsprojekterne i de tre partnerlande. Ligeledes har det været en meget overfladisk involvering i forbindelse med udvikling af det Globale Policy Program.*
- *Vi ved de har deres samarbejdspartnere i de pågældende lande og har vi som MO partnere i de samme lande er der et samarbejde omkring vores partnere, men vi hører ikke så meget om hvad deres eget strategiske samarbejde indebærer.*

- DBF har for nogle år siden fået en henvendelse fra DH vedr. projektmulighed i Rwanda, men jeg har ikke hørt nærmere om Ghana og det globale program.
- Vi følger selv med på SoMe når DH skriver om disse emner.
- I Rwanda har vi og vores partner megen glæde af DH's støtte til NUDOR, f.eks. kan DH's lokale ansat hjælpe vores partner med kapacitetsopbygning. I Ghana har vi og vores partner ikke oplevet en merværdi eller nytte af DH's projekt med GFD.
- Vi har ikke haft noget projekt.
- Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år
- Vi er delvist enige. I [navn på organisation] oplever vi ikke, at vi har større indflydelse på de strategiske overvejelser der ligger til grund for valg og fravalg i DH's egne programmer i Nepal, Rwanda og Ghana. Der kunne være mere åbenhed og strategisk drøftelse om eksempelvis hvordan man sikrer balancen mellem en stærk paraply (DH partner) og stærke enkeltorganisationer.
- Se ovenstående svar
- Jeg har ikke været involveret så jeg ved faktisk ikke noget om det.

5 of 13 MOs agree, 5 partly agree, 3 disagree that DPOD involves MOs in the strategic work of the Disability Fund. This result is somewhat similar to 2018.

Udsagn: DH involverer medlemsorganisationer i DHs strategiske arbejde med Handicappuljen?  
13 svar



#### Notes:

- Der bliver lyttet. Generelt bliver der kigget på vores arbejde og tilpasset, så det svarer til reelle behov. Der bliver sjældent trukket unødigt meget ned over hovedet på os.
- Vi har udarbejdet fælles strategi for det internationale arbejde - de overordnede udviklingsstrategier er de samme.
- Det skal jeg ikke kunne sige
- Måske er det mig/os, som ikke har været obs her.
- Pointsystemet blev udviklet og vedtaget uden at reelt inddrage MOSernes bemærkninger og bekymringer.
- Vi har ikke haft noget projekt.
- Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år
- Vi er enige, men den seneste revision af Handicappuljens formater og kriterier i efteråret 2021 viste med al tydelighed, at der er behov for en tidlig og klar involvering af medlemsorganisationerne. I denne proces

var der i første omgang ikke lagt op til denne involvering som kun kom i stand efter hårdt pres fra organisationerne. Siden denne oplevelse, er involveringen af medlemsorganisationer styrket og fungerer nu langt bedre.

- Vi kan give høringssvar, men har ingen beslutnings kompetence
- Jeg ved det ikke, men jeg tror det. Igen har vi virkelig få ressourcer til at gå ind i dette.

Hvis uenige eller delvist enige: hvad savner I, at DH kan gøre?

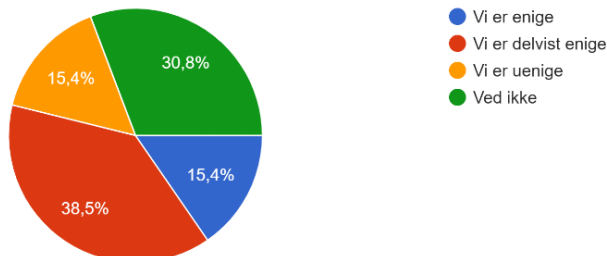
- Reel inddragelse af MOerne - som vi oplever en større vilje hos den nuværende chef af international afdeling sammenlignet med de tidligere chefer.
- Være mere transparente, udlægger beslutnings kompetence til udviklingsaktive medlemsorganisationer
- Se ovenfor

## COORDINATION

**2 of 13 MOs agree**, 5 partly agree, 2 disagree, 4 don't know that **DPOD and MO activities** are well **coordinated**, and they learn from each other. The overall result is not very different from 2018 (3 of 10 MOs agree, 1 partly agree, 5 disagree, 1 don't know). However, there is less disagreement now than in 2023.

I nogle udviklingslande har både DH og medlemsorganisationerne aktiviteter. Udsagn: DH og medlemsorganisationernes aktiviteter er godt koordineret og man lærer af hinanden.

13 svar



### Notes:

- Der er meget forskel på de forskellige landegrupper. Det er ellers et forum, hvor denne koordinering bedst foregår. Det vil være godt, hvis DH laver et mere ensrettet arbejdsgrundlag for de tre lande-engagementer.
- Da MOérnes partnere oftest også er medlemmer af DHs paraply er der vidensdeling og en gensidig udveksling, men det er ikke programsat.
- Vi koordinerer ikke vores aktiviteter og lærer ikke af hinanden.
- Vi ved det ikke, vi har ikke noget projekt.
- Vi har ikke aktiviteter i alle lande, hvor DH arbejder, men f.eks. i Uganda var der ikke meget koordinering.
- I Uganda, hvor vi har været rigtig mange aktører, har der aldrig været nogen god koordinering. Men, vi prøver at dele erfaringer gennem Ugandagruppen. Igen, er vi ikke mange der har tid/overskud til at

møde op. Vi vælger det i hvert fald ofte fra, selvom jeg synes det har været givende når jeg har været med. Koordinering er en svær størrelse i denne branche.

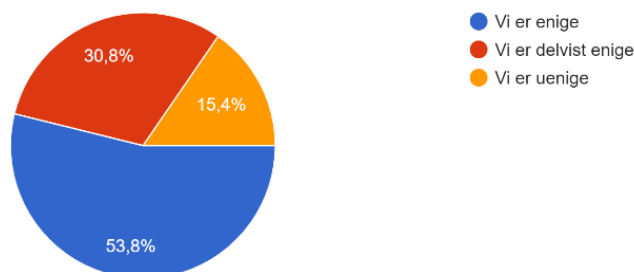
## ADVOCACY

7 of 13 MOs agree, 4 partly agree, 2 disagree that **DPOD looks after MO interests through advocacy work in Denmark** regarding development work. The results improved since 2018 (3 of 10 MOs agree, 4 partly agree, 2 disagree, 1 don't know).

Mentioned strengths include vice chair as spokesperson, the policy group and involvement in campaigns, However, other MOs mention that they wish that the reach was larger, and that focus was on the size of DF.

Fortalerarbejde i Danmark Udsagn: DH varetager medlemsorganisationer godt ift. interessevaretagelse / advocacy arbejde i Danmark om udviklingsarbejde.

13 svar



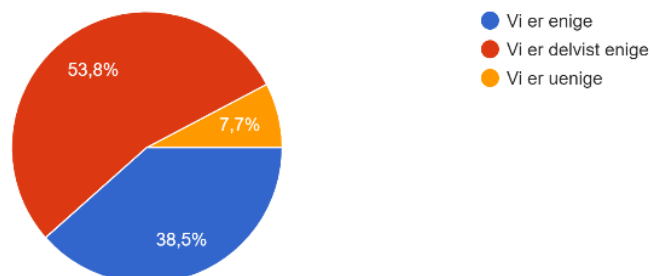
### Notes:

- *Det er dejligt at DH næstformand er defineret som talsperson på det internationale område - det er et vigtigt og stærkt signal. Vigtigt også at det forankres i policy gruppen som forhåbentlig på sigt bliver en god sparringsgruppe for næstformanden.*
- *Der bliver lavet fælles oplysningsmateriale hvor vi som MOér bliver inviteret til at deltage - oplysningskampagner og lignende F.eks stærkere sammen i verden.*
- *Det skal jeg ikke kunne sige*
- *Vi ved det ikke.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Vi er enige, om end vi kunne ønske os mere fokus på Handicappuljens størrelse.*
- *Vi kender ikke meget til dette arbejde, selvom vi til tider bliver informeret*
- *Der tror jeg nok ikke rigtig at vi/DH kommer udover rampen. Det er synd for vores arbejde er unikt.*

5 of 13 MOs agree, 7 partly agree, 1 disagrees that **DPOD looks after MO interests through advocacy work internationally**, e.g. through implementation of CRPD. The results slightly decreased since 2018 (6 of 10 MOs agree, 2 partly agree, 1 disagrees, 1 don't know).

Fortalerarbejde i udlandet Udsagn: DH varetager medlemsorganisationer godt ift. interessevaretagelse / advocacy arbejde internati...eks. ift. implementering af Handicapkonventionen.

13 svar



#### Notes:

- *Det er lidt svært at svare på, da det er lidt svært at følge med på det niveau*
- *DH deltager i konferencer Internationalt - men vi er ikke så meget ind over dette.*
- *Det skal jeg ikke kunne sige*
- *Der har været og er udfordringer med at inddrage [personer med handicap] i IDA's BRIDGE program, som DH støtter. Ellers er det vores indtryk at DH gør det godt i andre fora.*
- *Vi ved det ikke.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Vi er enige, og det er positivt at DH har åbnet en følgegruppe der løbende drøfter policy-program og DHs fortalerarbejde både nationalt og internationalt.*
- *Der er ikke megen koordinering og information*
- *Jeg føler ikke jeg ved nok om det til at svare*

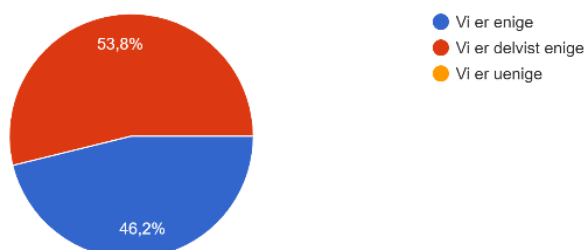
#### RESULTS AND COMMUNICATIONS

**6 of 13 MOs agree**, 7 partly agree that DPOD has been **good at documenting results** from the support of the **Disability Fund**. The results improved since 2018 (2 of 10 MOs agree, 4 partly agree, 2 disagree, 2 don't know). This may be due to improved results reporting.

Some MOs have not seen/noticed the results communication.

Resultater fra Handicappuljen. Er I enige i følgende: DH har været god til at dokumentere resultaterne af støtten fra Handicappuljen.

13 svar



#### Notes:

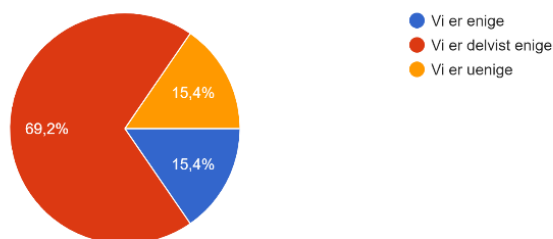
- Det er svært at svare på - hvad er normen? Vi er selv ikke gode nok til dette.
- Det er vores indtryk, men vi ser faktisk ikke dokumentationen
- Det skal jeg ikke kunne sige
- Måske har jeg/vi ikke selv været obs her, derfor delvist enig.
- Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år
- Der kom et fint blad - 20 år i Uganda? Og en fin kampagne den der "Stærkere Sammen". Men, det kunne nok være bedre. Jeg oplever sjældent nogen i min forening (Muskelsvindfonden) nævne et ord om noget de har hørt eller set om DHs ulandsarbejde.

2 of 13 MOs agree, **9 partly agree**, 2 disagree that **MOs** have been **good at documenting results** from the support of the **Disability Fund**. The results slightly decreased since 2018 (2 of 10 MOs agree, 5 partly agree, 1 disagree, 2 don't know).

Several MOs comment that they don't know. Some mention that they don't communicate broadly or look for results from other MOs (outside of own membership base).

Resultater fra Handicappuljen. Er I enige i følgende: Medlemsorganisationerne har været gode til at dokumentere resultaterne af støtten fra Handicappuljen.

13 svar



#### Notes:

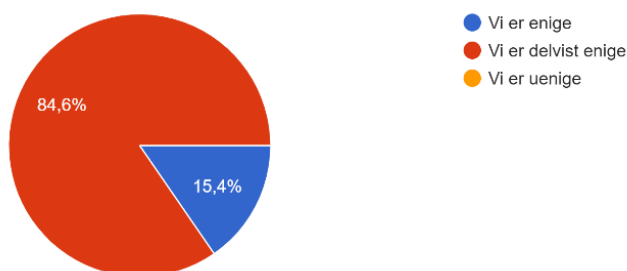
- *Vi følger ikke med i de andre medlemsorganisationers dokumentation. Rapporteringer deles ikke. I [navn på organisation]arbejder vi stadigvæk med vores partnere for at sikre bedre dokumentation af resultater*
- *Dokumentation er en meget svær øvelse som kræver meget tid - det kunne måske nok gøres bedre. Mangler en ved ikke svar mulighed her.*
- *Det har vi ingen viden om*
- *Det skal jeg ikke kunne sige*
- *Vi har lavet opslag/information i egne kredse, men ikke kommet bredt ud med resultaterne.*
- *Vi ved det ikke.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Jeg tror at MO er gode til at dokumentere resultaterne, men vi har ikke så megen kendskab til andres resultater*
- *Jeg tror DH er gode til at gøre det overfor Danida. Og, som nævnt før også til at sørge for, at de ulandsaktive hører om det. Men jeg har aldrig oplevet at det er nået længere ud.*

**2 of 13 MOs agree**, 11 partly agree that **DPOD has been good at informing the public** regarding results from the Disability Fund. Results are somewhat similar to 2018 or slightly improved (1 of 10 MOs agree, 4 partly agree, 3 disagree, 2 don't know).

Several MOs respond that they don't know the answer to this question. However, MOs see the value and potential, but not that the results are communicated broadly.

Information og oplysning. Er I enige i følgende: DH har været god til at oplyse i offentligheden om resultaterne af støtten fra Handicappuljen.

13 svar



#### Notes:

- DH har haft nogle gode kampagner, men ved ikke helt hvordan der oplyses om resultater andet end i den årlige resultatberetning som er god men som nok ikke kommer så langt ud
- Har ikke et mere kvalificeret svar
- Det kan vi ikke svare kvalificeret på
- Det skal jeg ikke kunne sige
- Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år
- Man kan altid blive bedre, men DH prøver akkurat som vi andre at vise verden hvilken forskel puljens midler gør for personer med handicap og deres organisationer.
- Vi kender ikke nok til dette arbejde, til at kunne give et kvalificeret svar
- Det kunne måske godt bruges som løftestang til at få historier om styrkerne og ressourcerne i handicapbevægelsen frem i offentligheden
- Jamen, fordi der er så mange fantastiske og positive historier!

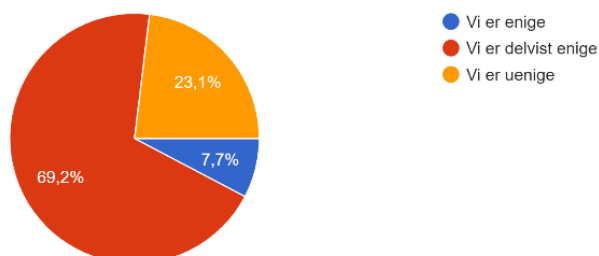
**1 of 13 MOs agree**, 9 partly agree, 3 disagree that **MOs have been good at informing the public** regarding results from the Disability Fund. Results are somewhat similar to 2018 (1 of 10 MOs agree, 3 partly agree, 4 disagree, 2 don't know).

Several MOs respond that they don't know the answer to this question. However, several MOs state that either they have not focused on this or it is difficult to reach a broader audience.



Information og oplysning. Er I enige i følgende: Medlemsorganisationerne har været gode til at oplyse i offentligheden om resultaterne af støtten fra Handicappuljen.

13 svar



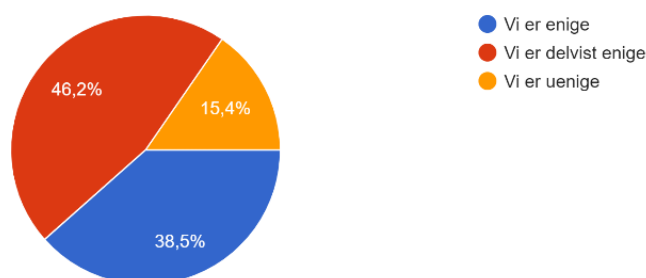
#### Notes:

- *Vi ser dette som et fælles ansvar - ikke medlemsorganisationerne enkeltvis. I [navn på organisation] har vi ikke så meget fokus på den generelle offentlighed men derimod eget bagland og følgere - se svar nedenfor*
- *Vi har ikke selv været gode på dette område*
- *Det kan vi ikke svare kvalificeret på*
- *Det skal jeg ikke kunne sige*
- *Det har vi ikke været gode til. Har kun oplyst i egne kredse indenfor handicapverdenen.*
- *Det er svært at komme gennem medierne (både mainstream og niche såsom Verdens Bedste Nyheder) med vores historier, generelt er de ikke interesserede i at formidle dem.*
- *Vi ved det ikke.*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Det er en svær opgave, vi har f.eks. ikke selv formået i større udstrækning at oplyse om arbejdet udover til DHF's 8000 medlemmer*
- *Det ved jeg ikke noget om. Vi har i hvert fald ikke magtet at få gjort noget ved det, selvom vi har haft ideer.*

**5 of 13 MOs agree**, 6 partly agree and 2 disagree that **DPOD gives the right support** and advice to MOs to work with **engagement** in a development context in Denmark.

Information og oplysning. Er I enige i følgende: DH giver den rette støtte og rådgivning til medlemsorganisationernes arbejde med at skabe engagement om udviklingsarbejdet i Danmark.

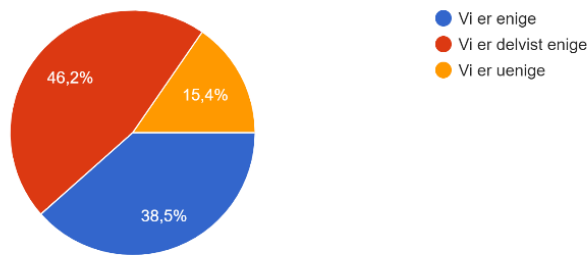
13 svar



**5 of 13 MOs agree, 6 partly agree, 2 disagree that MOs have been good at informing their own members about results of the support from the Disability Fund.**

Information og oplysning. Er I enige i følgende: Medlemsorganisationerne har været gode til at oplyse baglandet (egne medlemmer) om resultaterne af støtten fra Handicappuljen.

13 svar



- Notes:
- *I [navn på organisation] har vi udarbejdet en kommunikationsplan for 2023 som skal sikre, at vi laver oplysning om alle vores projekter. Dog er fokus på vores eget bagland og dem der modtager vores nyhedsbreve, Lev magasinet og følgere på SoMe. Kan ikke udtale os om de andre medlemsorganisationer.*
- *Vi har adgang til årsafslutninger til UM*
- *Det kan vi ikke svare kvalificeret på*
- *Det skal jeg ikke kunne sige*
- *Vi ved det ganske enkelt ikke...*
- *Vi ved det ikke. Vi har ikke haft ulandsarbejde i over 10 år*
- *Vi kender ikke så meget til andres arbejde, men DHF har oplyst vores medlemmer meget.*
- *Det er virkelig svært at svare på. Tror det kræver et møde! Begge 2 foregående spørgsmål!*

When asked what it takes to increase engagement among the MOs, some mention that they need to recruit relevant volunteers, that DPOD should increase information and support for different engagement opportunities. Barriers include MOs overall mission with focus on Denmark, increased professionalization, and requirements from Danida and DPOD.

Hvad skal der til for at flere fra jeres organisation bliver engageret i det internationale udviklingsarbejde?

- *I første omgang skal hovedbestyrelsen tage stilling til, hvor vi fremadrettet skal arbejde med engagement. Vi ønsker at det skal give mening for vores Syd partnere - de skal få noget ud af det. Derfor er vi også rigtig glade for vores projekt i Rwanda hvor [navn på organisation] og vores tilsluttede organisation [navn på organisation] deltager. De kommer med konkret viden og samtidig lærer de selv meget*
- *Der skal oplyses omkring arbejdet til organisationerne - arrangeres dialogmøder med de Moér der gør det. Tages ved hånden og møde evt. partnere i nogle af de lande hvor DH selv har partnere.*

- At vores hjælp gør en forskel for mennesker med muskelsvind i u-landene og at vi ikke påtager os en opgave, der rækker langt ud over vores formålsparagraf ELLER at nogle af vores medlemmer ser et selvudviklingspotentiale i at engagere sig i ulands-arbejde
- At vi kan rekruttere frivillige, der har interessen og ressourcerne, at vi kan få midler til projektmedarbejder, som kan understøtte de frivilliges engagement og sikre, at projektet har fremdrift
- Vi skal internt have 1 eller 2 som brænder for udviklingsarbejdet. Det skal være døvblinde selv som brænder for området.
- Udviklingsarbejdet er efterhånden så professionaliseret pga. de høje krav fra DH/Danida, at frivillige ikke længere kan være med på en meningsfuld måde. Vi kæmper med at finde måder, hvor det giver mening at inddrage vores frivillige - både for os, de frivillige og vores medlemmer.
- Vi er i gang :-)
- Det ved jeg ikke!

## Annex 5: Additional information regarding the RT's visit to Rwanda.

### Member organisation activities

In **Rwanda**, there are currently four DPOD member organisations which carry out projects funded by the DF: Lev – Inclusion Denmark; Danish Association of the Blind; Danish Deaf Association; and SIND Mental Health. The projects are presented below, with Lev and DAB elaborated further as examples, corresponding with the projects in Nepal, where projects of the two organisations are also carried out.

#### ***Lev – Inclusion Denmark and Collectif Tubakunde***

The Lev project is titled “*Enhanced Joined Forces for Persons With Intellectual Disabilities?*”. Following a pilot project, it is being carried out with *Collectif Tubakunde (CT)*, having begun in November 2021 with a budget of DKK 3 million.<sup>49</sup> The project focuses on three outcomes (1) *Persons with intellectual disabilities are empowered due to enhanced advocacy skills and vocational training*; (2) *Parents are empowered in parent self-help groups (PSHGs), having acquired competences in income-generating activities and gained confidence in supporting their children with intellectual disabilities*; and (3) *Rwandese partners and members (MOs, and PSHGs) track and document desired project changes due to enhanced M&E capacities at national and local levels*.

Udviklingshæmmedes Landsforbund (ULF) and Landsforeningen Autisme (LA) have joined this project as “newcomers”, in the sense that both organisations are very new to international development. Also, LA wishes to find out more about what international development entails, as it may consider designing individual international projects in the future. To Lev and its Rwandese partners, it makes good sense to bring these organisations on board because the “mental target group” in Rwanda consists of ULF’s and LA’s target group among members of CT and APEH.

The project is *relevant*, as it focuses on the key issues of the Disability Fund, such as empowerment of the target group, including self-help advocacy as well as parent groups. Likewise, the organisational development of the member organisations is furthered. An area that could have been more explicitly spelled out is advocacy, including how the documentation could be used to carry out such advocacy at local and national levels.

It is still early to measure *effectiveness* for the current project, as it has thus far been under implementation for a bit more than a year<sup>50</sup> out of a 32-month lifespan. The latest progress report shows that despite COVID-19, Tubakunde (working in partnership with the disability organisation APEH), has been able to train youth on types and categories of intellectual disabilities, as well as on sexual and reproductive health (SRH). Further, it has trained community leaders and health workers on intellectual disabilities, as well as families and young people on gender violence and sexual abuse. They have also supported message production and publications, which had the objective of promoting advocacy for the rights of young persons with intellectual disabilities, including to be safe from sexual abuse.

The project is working with 250 parents grouped in three cooperatives and 75 young persons with intellectual disabilities. However, the RT noted that the project builds on *previous projects* which have made good progress and *impact*<sup>51</sup>, including changes in the parental knowledge and awareness of intellectual disability and the promotion of a self-help groups, an approach which is used for parents of children with intellectual disabilities. The previous pilot project managed to involve teachers in the practice of

---

<sup>49</sup> A pilot project called “Joining Forces for Persons with Intellectual Disabilities” started in March and ended in Aug 2021.

<sup>50</sup> Formally, it has been implemented for 15 months (Feb 1), but part of the period was affected by Covid-19.

<sup>51</sup> A so-called impact study was carried out that makes reference to DAC criteria (including impact). However, if DAC criteria are to be applied, this could be done in a more consistent way, including a focus on changes in the lives of persons in the target group when analysing impact. The Review Team acknowledge that it is difficult to measure impact in these projects.

inclusive education, using the special need methodology. In addition, qualitative interviews showed that communities were more aware of the rights of persons with intellectual disabilities. In addition, training on leadership and advocacy has awakened board members of partner organizations to advocate strategically for the rights of children with intellectual disabilities. The main challenges were related to delays in implementation due governmental anti-COVID measures (mainly the lockdown). It also meant that partners could not meet on a regular basis and there were additional needs to address.

The *sustainability* of CT is an issue that requires attention. It was noted that collaboration with Lev inspired it to present proposals to other donors. The Lev collaboration helped in two ways: first, Lev improved skills regarding project formulation and second, donors would consider the support from Lev to CF as evidence of Lev's capacity to handle projects. Previous donors include institutions such as Disability Rights Foundation, Inclusive Africa, Humanity and Inclusion. Likewise, some of the activities that build on capacities (e.g., self-help groups) may be able to continue even after the project in which they were conceived conclude. The project also envisages contact with authorities at district and national levels. The contact CT envisages should concern Round tables and other types of meetings that will be managed between CT and different authorities at national level. In fact, CT currently has its office at the Ministry of Local Government (MINALOC). Having said that, future projects should spell out in greater detail how governmental/district interventions will be promoted in this area. Currently, CT still depends of funding from Lev (in 2023, Lev accounts for 76% of its budget). In fact, CT does not have its own office but shares it with other organisations working on disability rights.

*The partnership between CT and Lev* is currently being re-built. Lev some years ago supported CT, and the staff explained that back in 2016, it held a dialogue with CT to examine their leadership structure, promoting the idea that the parents of children with intellectual disabilities (ID) could play a bigger role (some of the leaders were pastors or other individuals without direct link to children with ID). Lev initially supported Tubakunde in its work with parents' groups and self-advocacy years back, which could be seen as an added value, but due to internal divisions, this support was interrupted. However, gradually, CT has recovered and established a new relationship with Lev. In fact, today parents of children with intellectual disabilities are the leaders of the organisation. CT also stressed the capacity to formulate projects as an issue that had helped CT. In general, Lev is seen as "different" than other donors because it also consists of parents of persons with disabilities and is in many ways a "sister" organisation.

**Box: Outcomes from projects with Collectif TUBAKUNDE supported by LEV (Danish NGO)**

The implementation of the LEV-funded project added value to knowledge and practices regarding the identification and differentiation of various types of intellectual disabilities and appropriate care for each type of disability. The Review Team met with 10 parents. Parents organized into SHG were trained in group functioning and the financial literacy they acquired added value to the group's performance (today it is organised as a cooperative).

Saving and loans activities in the Self-Help Group supported parents to access small sums of money with which to buy the mandatory health insurance, as well as pampers and other hygienic supplies for their children

As a result of the trainings, parents organized home visit to other families that have children with intellectual disabilities, urging them to send their children to school and teach them about their rights

Parents reported improved acceptance of their children and leaving behind the traditional belief that a disability is a curse or the effect of evil, as they once understood intellectual disabilities and its various causes to be. The training was relevant to address questions about their children's disabilities. Parents no longer believe in traditional medicine for treatment and reported being able to cope with the negative attitudes that still prevail in their settings.

Representatives of youth and children learnt about public speaking and self-advocacy. With that knowledge they can attend cells to request support for their needs, and more importantly, can advocate for some cases of other youth and children with intellectual disabilities by offering examples, such as the case in which a child, whose parents refused to send it to school, was taken there by a youth without informing the parents, and since then the child is attending school and its life has changed!

There is still a need to focus on inclusive and special schools for children with intellectual disabilities so they can attend school at an affordable cost. Therefore, it is important to strengthening Tubakunde engagement with local authorities and community health workers to ensure they support facilities (accessible schools) for children with intellectual disabilities in their journey of self-acceptance and access to services available in the community. According to those interviewed, the partnership between Tubakunde and APEH adds value, as both organizations brought expertise together that led to the betterment of children with intellectual disabilities.

*The partnership between CT and Lev* is currently being re-built. Lev some years ago supported CT, and the staff explained that back in 2016, it held a dialogue with CT to examine their leadership structure, promoting the idea that the parents of children with intellectual disabilities could play a bigger role. Lev initially supported Tubakunde in its work with parents' groups and self-advocacy years back, which could be seen as an added value, but due to internal divisions, this support was interrupted. However, gradually, CT has recovered and established a new relationship with Lev. In fact, today parents of children with intellectual disabilities are the leaders of the organisation. CT also stressed the capacity to formulate projects as an issue that had helped CT. In general, Lev is seen as “different” than other donors because it also consists of parents of persons with disabilities and is in many ways a “sister” organisation.

### ***Danish Association of the Blind and Rwanda Union of the Blind***

The *Danish Association of the Blind* carried out a number of projects in its collaboration with one of its strongest partners in the country, the *Rwanda Union of the Blind*. The most recent of these are: (1) the Dream II Project, which concluded activities from a previous project (Dream Project) and (2) a new project *Inclusion and Sustainability*, which will phase out the support from the Danish Association of the Blind (DAB) and it has started in 2023. Below additional details are presented regarding Dream II and the Inclusion & Sustainability Project.

#### **Dream II project**

The *Dream II Project* – a small project (less than DKK 500,000.00) undertaken in 2021, in which different models that were piloted in the Dream project and were tested and documented (e.g. inclusive schools for people with special needs), community engagement, advocacy on special needs and inclusive education policy. The project objective is as follows: “*Blind and partially sighted persons in Rwanda are recognized as rights holders by their communities and have access to relevant services, spearheaded by a capable and financially sustainable Rwanda Union of the Blind (RUB)*”.

The three expected outcomes are as follows: (1) “*By the end of the project period, education authorities (at national and local levels) are motivated and have begun transforming policy into inclusive institutional practice benefitting CWVI beyond the project target group*”; (2) *By the end of the project period, RUB members have been socially and economically empowered and knowledge has been consolidated on viable ways to ensure socio-economic empowerment for BPS; and (3) RUB maintains its position as the legitimate voice for BPS in Rwanda and has taken important steps towards financial sustainability*, The project is highly relevant as it addresses the needs of the target group and also contributes to advocacy at national level.

As for *effectiveness*, most but not all targets were reached. RUB has been very successful in its national advocacy work around the Inclusive Education (IE) policy, starting with the adoption of the policy in January 2019 and ratification of Marrakesh by the government of Rwanda in September 2020. A RUB Braille Training Guide for Volunteers and Teachers of Learners with Visual Impairment has been developed. This was shared at the schools in 2021. Three model schools recognized the role of RUB volunteers to support learners with visual impairment enrolled in their schools. Through the MoU signed between RUB and REB, the three volunteers appointed to the model schools were listed at REB among

other teachers with visual impairment from the countryside who were trained on UNCRPD and accessibility at work. After the training, each received a computer with a screen reader. The idea of having the three volunteers at the schools also for the coming years is still a challenge, because the schools do not have a budget and are not allowed to recruit staff while the presence of the volunteers as focal persons in the schools for the learners with visual impairment proved to be very supportive and effective for the children's learning, their presence in the schools might not continue if REB does not take it up because RUB will not be able to continue supporting them. It has yet to be seen if this will happen.

Regarding the second outcome, 15 graduates with visual impairment from different project branches who have been establishing income-generating activities business were supported to strengthen their businesses also to open more doors for persons with visual impairment in more inclusive financial institutions RUB organizes training for managers of some banks and microfinance institutions.

Regarding the third outcome, RUB is well recognized at local level because whenever there is any organized activity at grassroots level, RUB informs leaders of the upcoming activity and they join RUB at the meeting. For example, during the pre-assembly visits to RUB branches, some local leaders took time to express a message on COVID-19 prevention. The participation of RUB in the Joint Action Development Forum meeting, where all local stakeholders and donors meet, has also increased the organization's visibility. Despite the advocacy outcomes which translated into the MoU signed with REB, new partners like the Kilimanjaro Blind Trust Africa (KBTA), the budget for materials used by learners with visual impairment included in government budget, access to education was found less effective: as mentioned, only four children with visual impairment benefited from the model schools implemented by NUDOR, where RUB provided its expertise in Braille teaching and dedicated volunteers to support such learners. Needless to say, there are many more persons with visual impairment.

*Impact:* The RT met a local branch and observed some of the achievements that have accumulated over the years. Persons with visual impairment organized into local branches and to become socio-economically empowered by RUB has proven to be a good strategy for such persons to overcome the isolation and stigma attached to going blind, especially in adulthood. They connect and support each other to address individual social issues and gain access to local opportunities, including financial support to start and expand both collective and individual small businesses through local advocacy initiatives led by these branches, with results at both organizational and individual level that confirm the project's effectiveness. This was also expressed at the meeting with the branch, at which it was described how due to COVID-19, it had difficulties meeting. However, a WhatsApp group was set up and maintained contact, and there was even a savings group.

As for the members of the branches, whenever possible, they start with rehabilitation training program (independent living skills training) at the Masaka resource centre for the Blind (MRCB) that provides the basic package of Braille, mobility, and daily living activities (washing, farming), as well as vocational skills that allow persons with visual impairment to regain confidence, happiness, understand they are human beings, to speak in public as leaders and actively participate in the community. Thus they are visible in the community and effectively engage with community leaders. The RT noted important changes both at individual and group level.

### **Inclusion and Sustainability Project**

An *Inclusion and Sustainability* Project worth DKK 3.9 million will be the new phase (2023-25), which builds on the Dream I and Dream II Projects, as well as even earlier phases. This project phases out support from DAB to RUB. The RT noted that since the Inclusive Education Policy was adopted in January 2019 and the work on putting the policy into practice started with the Dream I and II projects, the inclusive model schools and promotion of the efforts of the local RUB branches at local level have had some progress. However, it will take a long time to transform the IE policy into institutional practices benefiting children

with visual impairment, as noted both in interviews and previous reviews.<sup>52</sup> Still, it is necessary that RUB continue to do this. However, RUB must ensure that this is sustainable at national level, at the resource centre in Masaka and at its more than sixty (60) branches.

The project therefore focuses on sustainability at both national and branch levels. The three outcomes are: 1) RUB has 'a critical mass' of sustainable or partially sustainable branches; 2) The Masaka Resource Centre for the Blind (MRCB) has been consolidated as a centre offering rehabilitation and vocational services to persons who are blind or partially sighted; and 3) RUB has increased its ability to uphold national organisational structures. The strategy, outputs and activities are all relevant. It is good to see that RUB looks at how to carry out activities in a more cost-efficient way, how to fundraise better and how to save funding by substituting physical meetings with virtual meetings. However, it is also clear that as concerns fundraising, RUB depends largely on the availability of donors. It is as yet too early to say anything definitive about “effectiveness” and “impact”.

*Sustainability:* Since the Inclusion and Sustainability Project is presented as a “phase-out” project, sustainability is the core of the project. Over the years, RUB has received support from DAB to fundraise. In fact, RUB has had good examples of donor support from a number of donors, including UNDP and the Disability Rights Fund. DAB is still a large “contributor”, but at least DAB’s share of the budget in 2022 didn’t exceed 50%. In 2021 DAB contributed 50.18%, equivalent to 155,063,612 RWF of the total budget and in 2022 the contribution was 94,863,339 RWF equal to 24.52%. However, some of the new donors are not long-term donors. It is therefore crucial that RUB has focused on several ways of sustainability, including diversification of donors, support from government (at local level) as well as try to minimize costs.

*Partnership:* The Danish Association of the Blind has a long-standing relationship with the **Rwandan Union of the Blind (RUB) as a sister organisation**. As indicated in the application: “*In the course of the 25-year DAB-RUB partnership, RUB has developed from a small group of persons working towards establishing an association of BPS persons in Rwanda to a strong organisation with branches and members across the country and recognised by the government as the democratic representation of BPS persons in Rwanda*”. The Rwandan organisation is very experienced when it comes to implementing large-scale international cooperation projects and has worked or works with a variety of partners and donors. RUB is a well-governed organisation, as has been confirmed in previous assessments made by MyRight, NUDOR and HI, as well as a financial monitoring visit by the DPOD controller in November 2019. The added value of DAB in the partnership with RUB is e knowledge on capacity to formulate, implement, monitor and support projects with ideas and inputs as concerns fundraising.

### ***Other projects***

The RT met representatives from two other projects, which are mentioned below. As the RT focuses on DAB and Lev engagement in both Rwanda and Nepal, a detailed assessment has not been made regarding all DAC criteria.

---

<sup>52</sup> Mid-term Review of the DREAM Project: Review & Report by BFM & Associates, 2019.



### **Partnership between Sind Mental Health and NOUSPR**

In support of its partner NOUSPR, Danish Sind Mental Health has a small project (DKK 499,562.00) titled “NOUSPR is stable with its organizational structure at both national and local levels” which drew to a close at the end of 2022. A new project has been approved with an identical budget (DKK 498,961) and title. It will focus on strengthening NOUSPR through the training of its leaders and staff.

The objective of the two small projects are similar: The objective of the first project is that *NOUSPR has regained and strengthened its democratic structures, the national office is stabilized and has capacity to reach out to its members*. The objective of the second project, which has only just started, is that *NOUSPR has regained and strengthened its democratic structures and has a 3 year strategic plan based on inputs from its members*. The results below are related to the results of the previous project.

The RT finds it highly *relevant* that SMH has tried to promote that NOUSPR get back on track after a C-case affected the organization. As for *effectiveness*, the RT noted that some progress had been made in the previous project. The NOUSPR governing board holds meetings. The staff and the president reported that the board and commission members know their roles and responsibilities better. Finally, NOUSPR has tried to amend the organizational constitution, in accordance with Rwanda Government Board (RGB) guidelines.<sup>53</sup> Finally, NOUSPR continues to support patients experts in the districts, so they acquire knowledge on how to support people with psychosocial disabilities in their groups and maintain contact e.g. with the health system. Below is a box with information about how the patient experts work and examples of initial *impact*, which has been accumulated over the years. As can be seen, the *sustainability* of NOUSPR is far from guaranteed.

#### **Box: Outcomes at projects implemented by NOUSPR with support from the Danish NGO Sind Mental Health.**

The Review Team held discussions with the Isange Mu Bandi focus group of 12 men and women with psychosocial disabilities living in Mageragre. They stressed the relevance of organizing and having access to patient’s experts who can support their peers with psychosocial disabilities – an issue that has been part of projects supported by Denmark.

Being organized in groups, men and women with psychic disabilities were able to cover basic needs, including food, health insurance and services, as well as regular medication, as result of savings, loans, peer support and experience- sharing among the members. The training on human rights, counselling, management of finance and group leaderships offered by NOUSPR contributed to regaining a sense of the value of life on the part of most patients and inspired them to support each other, as well as starting income-generating activities. The training of patients’ experts provides promising sustainable local lead advocacy to NOUSPR beneficiaries. Patients’ experts reach out to more persons with psychosocial disabilities through awareness initiatives and home visits, offer advice and basic counselling, while connecting specific cases to local authorities for further support. This has made them visible to the community and made it possible to challenge negative attitudes towards persons with mental disabilities.

Results celebrated by group members the RT met with confirm the effectiveness of the approach, although there is still room for improvement as regards advocacy at local level. Awareness of mental disability has increased among the community. Patients can access medication services that were decentralized to community health centres; this led to the recovery of many patients.

Community leaders and members learnt that mental disability can be treated after they realized people who used to walk around aimlessly in the community today are recovered and have been re-integrated to communal activities.

Among the results recorded, NOUSPR may need to document the raising of awareness among the community concerning the referral pathways, in order to ensure the groups are not thought to be service providers to whom any and all patients can be referred to for support. Instead, the groups serve to strengthen advocacy to ensure local authorities understand the roles of the groups, and that it is not they, the groups, who are obligated to fulfil all duty-bearer obligations.

<sup>53</sup> This last issue had triggered a discussion between SMH and NOUSPR, as the former felt that the Constitution had certain deficiencies and was too much inspired by the umbrella (NUDOR) which has a different structure.

There is still a need to strengthen community awareness, in order to create a supportive environment leading to the avoidance of sexual violence and unwanted pregnancies among women with psychosocial disabilities that give birth to children that go unregistered.

Also, it is necessary to advocate for access to social protection initiatives, considering that most NOUSPR beneficiaries are in the lowest socio-economic categories.

NOUSPR has carried out very relevant activities for persons with psychosocial disabilities, enabling them to enjoy their rights in the community by empowering them as agents of change in their respective facilities and communities. However, it is still too early to confirm the *sustainability* of the approach (for example, the number of group members has dropped due to a leadership crisis within NOUSPR).

### ***Partnership between the Danish Deaf Association and the Rwanda Union of the Deaf (RNUD).***

Created in 1989, Rwanda Union of the Deaf was registered with the Rwandan Governance Board in 2013 as an NGO legally operating in Rwanda. In Partnership with the Danish Deaf Association (DDL), RNUD is implementing a project titled *Duharanire iterambere* (Striving for Development). It is scheduled to come to a close in March 2023, but DDL has applied for a project extension until August 2023. A continuation of the project was not approved by the Grant Committee of the Danish Disability Fund, although the project did score enough points to qualify for support. The reason was that too many applications qualified for support. The current project has three outcomes: (1) *RNUD has established a strong foundation for its future development becoming an effective and capable union for its deaf members in Rwanda;* (2) *RNUD has increased its capacity to advocate for deaf people in Rwanda with increasing success rate;* (3) *Access to RSL in Rwanda has been improved.*

The findings by the Review Team indicate that the strategy and activities based on organizational development, advocacy and sign language work have been very *relevant*. An external evaluation undertaken in late 2022 found that “*The DDL interventions has increased RNUD’s capacity to be a well-functioning Deaf Association that is trusted by the Deaf community*”. The *initial impact and results* include empowerment and organization of deaf persons into local branches. This contributed to enhancing organizational leadership, representation and created occasions for deaf people to access opportunities and connect with local authorities in their respective districts. The RNUD branches serve as platforms for deaf persons to come together, discuss the challenges they face and how district authorities could or should help them. Danish support for training has strengthened RNUD in areas such as leadership, organizational and financial management and human rights. In addition to the project, there was also a study tour to Denmark which inspired RNUD visitors to learn from the Danish experience regarding the importance of local branches and General Assembly Management.

There are other noticeable *results*. Regarding *advocacy*, RNUD is consulted by government regarding development policies. Because they are well organised, local branches have been able to access some opportunities, such as financial support for cooperative and sports clubs. The project has established two branches and has provided capacity building training/support to the branches. For example, the branch in Musanze advocated for three hundred deaf people to receive disability cards during the COVID-19 pandemic, used as proof to police and service providers that they are deaf, thus ensuring security when travelling.

Regarding *access to sign language (SL)*, the support from Denmark has contributed to training thirty (30) instructors and contributed with advocacy for a second edition of a sign language dictionary that is waiting for approval by the Rwandan government. It should be mentioned that the second edition of the Sign

Language dictionary is not a part of the DDL project, as it is funded by another donor. However, DDL has supported the advocacy work through meetings with the government and other stakeholders. RNUD's advocacy has played a role in making this a reality, and its SL component contributes to organizational funding through paid training as core element of itself sustaining of its self-sustainability. Established local branches have leadership and can meet regularly with the support and facilitation provided by RNUD. Regarding the work with the branches, the RT noted that the external evaluation called for more activities to be carried out: *“There is no funding to provide outreach services or to train deaf people and their families on deaf people's rights in the villages, which was a concern raised by nearly every person involved in group discussions at all stakeholder meetings”*. However, the *sustainability* of the current activities might not be guaranteed once the project ends. RNUD hopes that a project will be approved in the next round of applications to the DF, and that meanwhile it will be able to continue at a very low level of activities.

*Partnership:* Overall, RNUD characterizes its relationship with both DPOD and the DDL as strong, that have contributed significantly to three top capacity-building achievements, namely staff development, expanding partnerships and outreach to more deaf people at the local communities.

## **Annex 6: Additional information regarding the RT's visit to Nepal**

The RT visited DPOD's partner, National Federation of Disabled in Nepal and two Disability Fund supported projects involving Danish Association of the Blind and Lev and their local partners, Nepal Association of the Blind and Parent Federation of Persons with Intellectual Disabilities, respectively. Further three MOs have been granted funding for activities in Nepal since 2019, namely Danish Depression Association, The Danish Deafblind Association (FDDB), and The Danish Association of the Physically Disabled (DHF). However, none of these organisations have active projects in Nepal at the time of review.

### ***DPOD supporting activities partnership with NFDN***

In **Nepal**, DPOD supports a project with NFDN (National Federation of the Disabled Nepal), titled "*Action for inclusion*". The project is a joint venture with FFO (The Norwegian Federation of Organisations of Disabled People) which is co-funding the project. The total budget is DKK 7,598,622 (of which, DKK 3,732,05 is funded by DPOD). The project period is 2021 to 2024. The project development was delayed approx. one year due to the reorganizing of the Nepal government structure as well as unmatching timelines of the ATLAS/Norad funding deadline in Norway and due to the Covid-19 lockdown and related challenges during 2020. In the meantime, the previous project was extended and continued to focus on restructuring NFDN to align with the new government structure.

The project outcomes are Federal and provincial duty bearers are motivated to have begun implementing the CRPD concluding observations and recommendations by CRPD committee to Nepal Government (1), Nepal government has taken positive action for establishing disaggregated data on disability, using it in planning and budgeting process and making the data comparable internationally (2), and NFDN's province structure and local member DPOs have capacity to contribute to the disability agendas and influence provincial and local decision-making processes (3). Outcome 1 and 3 are co-funded by DPOD and FFO, and DPOD funded outcome 2.

*Relevance.* According to the draft 2023-27 NFDN Strategy<sup>54</sup>, NFDN has five objectives 1. Inclusion across all sectors and stakeholders, 2. Implementation of CRPD, 3. Promotion of representation of PWDs in decision-making, 4. Better data, and 5. Organisational development of NFDN. Although the strategy is not yet approved, there is a clear link between the current DPOD/FFO-supported project and the draft strategy. E.g., Advocacy and capacity building is directly linked to the strategy of NFDN. And collecting evidence contributes to strengthening advocacy. Furthermore, NFDN were proactive in proposing the outcomes of the current project, underpinning the *relevance* in their own context. There is, however, a gap between the NFDN draft strategy and the project, as the strategy has no explicit focus on support and development of OPD's, which is a significant part of project outcome 2, builds on results and learning from previous project phases, and is a core goal of DPOD's Global Disability Programme. The gap indicates that there is a need to revisit the NFDN draft strategy rather than a lack of relevance.

*Effectiveness:* The previous DPOD-NFDN project "Towards Inclusion of Persons with Disabilities in Nepal" focused on advocacy and organisational development and NFDN succeeded in achieving policy changes at national level. The project preceding the current project focused on restructuring NFDN to align with the new government structure of establishing a federal state and 7 provinces. DPOD supported establishment of 2 province structures and federal activities<sup>55</sup>.

---

<sup>54</sup>54 The strategy is yet to be finalized and approved.

<sup>55</sup>55 FFO supported establishment of NFDN structures in the remaining 5 provinces.

Due to long-term restrictions, caused by Covid-19, there has been a delay in the implementation of the project. Some adjustments were made underway to accommodate the restrictions. At the time of the review, the project team was confident that they could catch up the missing activities. However, the RT would not rule out, that a no cost extension may be needed.

The following *results* from the current partnership were achieved, based on the 2021 DPOD annual report:

- DPOD local liaison officer initiated PSEAH course, facilitated by a local lawyer by request from Danish MOs working with partners in Nepal.
- Government changes caused a need for organisational restructuring in NFDN by strengthening the local provinces.<sup>56</sup>
  - o In four provinces, NFDN provincial structure has supported government in developing laws on disability.
  - o Advocacy for more funding on disability-focused projects has led to a 2.8 mill DKK I 2021.
- Covid-19 led DPOD's partner NFDN to strengthen their virtual meeting capacity which has brought the local branches closer together through regular meetings and calibrations.
- During Nepal Census the disability movement played a significant role in ensuring that PWD's were also counted (in):
  - o Although Washington Group short set questionnaire was not used, other questions were adjusted to include disability to a larger extent than previously.
  - o 50.000 census enumerators were educated in disability sensitization.
  - o NFDN shared video and info on the census and disability awareness. The material was shared 1,5 million times.
  - o 1.700 enumerator with disabilities visited approx. 30.000 households. The same proportionate amount as enumerators without disabilities.

The 2022 status report was not prepared at the time of the review, but some results from 2022 include the first steps in monitoring the CRPD recommendations have been taken such as analysing recommendations and developing a framework and tools for monitoring the recommendations. However, a template is in the making for the pilot province, and OPD's and other stakeholders will be involved the process in 2023.

*Impact.* The 2015 Constitution of Nepal explicitly mentions the rights of persons with disabilities throughout the constitution.<sup>57</sup> This achievement can be attributed to NFDN's systematic advocacy work.

The recently developed NFDN province structure, supported by DPOD, has enabled the advocacy approach to become highly structured and transparent. NFDN province structures collect OPD applications for government funding and apply collectively, appoint the best spokesperson, prepare agenda points for meetings with government representatives, structured follow-up on meetings, and communication to constituency on outcomes of meetings for transparency. However, there is a fear from some MOs, that the competition for funding makes it less beneficial. However, the RT sees the benefit of collecting applications to show a disability movement with a stronger collective voice, which is only possible when NFDN practices transparency and evenly distributed support to MOs who needs this.

---

<sup>56</sup> In a previous project, DPOD supported the establishment of two NFDN province structures as well as activities on national level. The remaining five were supported by NFDN's (and DPOD's) partner FFO.

<sup>57</sup> E.g., there are special mentions regarding non-discrimination, right to free higher education, special protection for children with disabilities, equal access to services, social security, and representation in political structures.

*Sustainability.* A key component in the project between DPOD, FFO and NFDN is to develop and strengthen the organisational capacity of NFDN at federal and province level. With 400+ MOs and a highly challenging geography, Through NFDN's devolved structure, DPOD supports a governance structure through training of trainers on province level to continue the training on municipality and ward level. This is part of the idea behind project outcome 3, building on results from previous project. NFDN seem to lack a strategic focus on diversification of funding. However, having 10+ funding partners proves that they have a strong financial foundation, although not all partners contribute to core cost. The RT suggests that NFDN considers how to better diversify core cost between partners.

*Coherence.* As part of previous project reporting, results on cross-cutting indicators with other stakeholders were identified and highlighted in a separate document. This indicates a high level of external coherence between DPOD, NFDN and other partners including all levels of government.

NFDN has a tradition of organising partners' meetings with its donors and partners once a year. There have been some gaps in the meetings (due to change in staff and Covid-19), but the recent partners' meeting in 2023 was the third, where focus was broad on NFDN instead of case-based, as it used to be in the past. One major benefit is that the partners know what each other is doing. Previously, there has been questions regarding duplication, but when NFDN shares information across projects, it provides transparency to the distinction between projects, target groups, contexts, thematic areas etc. Furthermore, NFDN has improved their management of projects by consolidating projects, so they easier avoid duplication. However, one donor did not receive the invitation to the partners' meeting. In 2022, DRF funded NFDN as part of a consortium with two other OPDs and planning on extending the funding to 2023. It seemed like an honest mistake, that happened due to the newly elected President not having the full overview of partners, given that DRF and the project was mentioned during the partners' meeting. However, the RT considers such an error as problematic and could be avoided by having better quality assurance practice in place, which is particularly crucial in transition periods before and after elections.

### **Partnership**

DPOD and NFDN have partnered since 2000 with formal and long-term projects running from 2009 onwards. The current partnership agreement<sup>58</sup> is not only focusing on the current project but on how the two umbrella organisations work together – based on a shared vision, goals and set of principles as well as roles, responsibilities, contributions, and communication. The parties stated that the process of developing the agreement was almost as important as the agreement itself.

The co-funded partnership between DPOD, FFO, and NFDN is an advantage to the overall project and capacity development of NFDN. Some benefits include shared and reduced cost of administration, shared reporting, learning from different donors, coherence, potentially increased impact due to larger amount for one project.

The ATLAS Alliance has commended FFO for working together with another Scandinavian partner. DPOD and FFO are currently discussing, whether to expand the partnership to other countries . However, there is no conclusion on this yet, as DPOD is involving the Danish MOs in the decision-making process, which is commended by the RT.

The DPOD and FFO project coordinators clarify, that while the narrative reporting is shared, the financial reporting is separate.

---

<sup>58</sup> Signed in December 2022.

DPOD expects to approach an exit process with NFDN after the current and next project period. Although there have been informal conversations around the succession planning of the partnership between DPOD and NFDN, there is no clear exit plan. Neither is it mentioned in the partnership agreement. It does, however, state that the partnership should be evaluated by an external assessor during the final year of the partnership agreement (by 30 June 2026). According to the RT, if the gradual exit may begin in the next project phase, the assessment of the partnership should be as soon as possible to ensure effective succession planning.

#### *Added value*

Throughout the partnership with NFDN, DPOD has provided project management support and capacity-building, M&E expertise, accessibility audit checklist, access to experiences from other Southern partners. One clear example is DPOD's experience in CRPD-processes from partnering with other South partners as well as the Danish context. When NFDN was advocating for PWD rights in the making of the 2015 Constitution, they drew on the experiences from e.g. Rwanda on how to approach politicians, both formally and informally. This was presented in a Partners' meeting in Denmark in 2014.<sup>59</sup> The experiences from Nepal can be carried forward to other current and future partnerships between DPOD and existing and future partners, including MOs and their partners.

By having a Liaison officer stationed in Nepal, DPOD was always nearby to oversee the work of the project and maintain close contact, which has been beneficial to both NFDN and DPOD. In the past, the DPOD Liaison officer was also an important support to smaller Danish MOs partnering with equally small OPD's in Nepal. Today, the need for the Liaison Officer is less prominent, according to MOs in both Denmark and Nepal. Thus, the role has been scaled down to part time as of 1 January 2023.

The Liaison officer continues to support the link between Denmark and Nepal by conducting training in PSEAH, updating on any context relevant news such as national holidays, board elections etc.

#### ***Danish Association of the Blind and Nepal Association of the Blind***

**Danish Association of the Blind (DAB)** and **Nepal Association of the Blind (NAB)** have formed the project "Empowerment and Inclusion of BPS persons in Nepal", which is the second phase<sup>60</sup> of a project aiming at creating better **organisational capacity** of NAB on Municipal level. The project period is August 2021-July 2024. The granted project budget is **DKK 2,995,114**.

The project outcomes are: NAB organisational structure is further developed and the new municipal branches are capacitated to function as active and democratic levels of the NAB organisation (1), NAB branches are supporting their members in accessing services and opportunities (financial and political) (2), and Strategic duty bearers are addressing relevant BPS issues politically (3).

*Relevance:* The RT consider the project *relevant* for at least 3 reasons: The project focuses on 2 of NAB's 4 strategic areas, namely **Human Rights Advocacy** and **Economic Empowerment**.<sup>61</sup> The project is operating in **remote areas**, providing support to BPS persons, otherwise not reached so easily by other NGOs or government. The business groups (initiated in pilot project) have potential to **become models** to be rolled out to other areas, if the concept works in practice.

*Effectiveness.* Reported *results* of current project, based on 2021 status report and 2<sup>nd</sup> quarter narrative report include:

- Four new municipal branches have been established in the Surkhet district.

---

<sup>59</sup> Although this reference dates to 2014, the impact of the formulation of the Federal Constitution has formed the basis of any advocacy work, carried out in the following projects between NFDN and DPOD.

<sup>60</sup> The previous project finished in July 2021. Ref: HP 317-258.

<sup>61</sup> The two remaining areas are Inclusive Education and Health and Rehabilitation

- 136 of the identified 152 blind and partially sighted (BPS) persons have received their ID cards and 85 receive social security allowance.
- The staff has been trained in data gathering and data analysis for using in advocacy.
- Advocacy led to allocation of local government funding for e.g., production facilities for income generating activities, hostel for children with disabilities, construction of facilities for IT training of BPS persons, and province government support to white cane skills training. Some funding is ongoing, others one-off. Furthermore, some funding is allocated for cross-disability activities.
- NAB advocated for distribution of allocated basket funds, that was not yet distributed. However, at the time of reporting, funding was not yet dispersed.

*Impact.* Reported results from **previous project phase** included establishment of local branches in 5 project municipalities. The capacity-building of these branches and awareness raising on disability rights has led to successful advocacy for funding and in-kind support from 2 municipalities were also secured. NAB also obtained representation of BPS persons in 3 municipal disability coordination committees in one of the project areas (Surkhet) as well as on national level<sup>62</sup>. As part of the project, 60 BPS persons are participating in income generating activities, enabling their financial independence from their families. During the first project phase, the group members had not yet been able to generate a liveable profit from the income generating activities, so the full impact is yet to be seen. However, the gradual independence of financial support from their families is an important step towards sustained empowerment of the BPS project participants and the main goal of the project outcome on livelihood.

Convincing local government to allocate continuous funding (Red Book) indicate that the advocacy work has made an *impact* on the recognition of BPS persons in the project areas. Furthermore, NAB branches and groups established in pilot phase are continuing to do regular engagement with ward and municipal offices, indicating that the capacity building is sustainable, and, over time can lead to further impact on local government support of BPS persons.

A political decision on redefining the categories of Disability ID cards so that blind persons are in category A instead of B enables further support and recognition. This change was due to NAB advocacy for BPS rights. However, the change is yet to be implemented.

*Sustainability.* The project component on economic empowerment of PBS persons is *not yet sustainable*. NAB has a multitude of long-term donors, which proves its ability to attract and maintain sustainable funding. Additionally, NAB's ability to attract long-term (red book) funding from government on various levels indicate that the organisation has a high capacity to apply rights-based advocacy on duty bearers.

*Coherence.* One potential downside for the disability movement at large, is, that some OPD's with limited capacity may have increased difficulty in attracting both funding and attention to policy issues, when strong organisations such as NAB set the agenda in relevant government offices. That said, NAB programme staff argues that they focus on all disability groups, e.g., when advocating in local government for assistive devices, which indicates that NAB considers the wellbeing of disability movement at large.

NAB was one of the founding organisations of NFDN. Although there continues to be strong links in the leaderships of NAB and NFDN, the issue of division of work between umbrella and members is still being discussed. As mentioned previously, NFDN seems to attract the INGOs and not design the

---

<sup>62</sup> National Disabled Fund member, National Disability Direction Committee formed by Nepal Government, and member of National Youth Council by Ministry of Youth and Sports.



projects to distribute the funding appropriately to the MOs. However, NAB is a strong organisation who has a track record in attracting their own funding.

### **Partnership**

NAB staff has limited awareness of DPOD project, indicating that the coordination of Disability Fund and DPOD supporting activities are not coordinated sufficiently. This is the case in both Denmark and Nepal. Therefore, the RT suggests that DPOD initiates an annual or biennial online gathering of North and South partners to share information on context, projects, potential collaboration etc.

In the Danish Nepal country group, DPOD and the MOSs with active partnerships in Nepal have occasionally met to discuss, how DPOD can support the projects. However, DAB would like to learn from other organisations with experience in income generating activities – especially with experience in Nepal due to context (but potentially also learning from other countries). The RT suggests that DPOD and MOs consider how to gather country-specific experiences from comparable projects (e.g., other pooled funds).

### *Added value*

According to NAB, DAB has supported the capacity building of NAB by learning how to develop and use a logframe, reporting systems, M&E. Although added value of DAB appears somewhat trivial, NAB and DAB highlight the importance of working with like-minded organisations.

NAB staff attended training with DPOD Liaison officer and previously other capacity-building activities. Recently, the Liaison officer had proposed to help NAB with accounting, training, monitoring etc., but the conditions were not clear, e.g., if NAB had to cover reimbursables and per diem only, or also the salary of the Liaison Officer. However, NAB does not have an urgent need for this kind of support as their own capacity is reasonably high. This information was shared with DPOD, and as mentioned, the Liaison officer position is now reduced to part-time.

### ***Lev – Inclusion Denmark and Parent Federation of Persons with Intellectual Disabilities***

**Lev – Inclusion Denmark (Lev) and Parent Federation of Persons with Intellectual Disabilities - Nepal (PFPID)** have formed the project “Blossom – more, better, greater (building on good experiences)” building on learning from a previous pilot project<sup>63</sup>. The overall aim of the project is to strengthen the local membership capacity through **organisational development, empowerment, and information work** to local enterprises as potential employers. The project period is **July 2021 to June 2024**. The granted project budget is **DKK 2.999.999**.

The outcomes focus on capacity-building and empowerment of local members (1), strengthened advocacy towards duty-bearers (2), and economic empowerment of members (3).

*Relevance.* Although progress has been made over the past decades, PWID continue to be marginalised and discriminated against. Even among PWID themselves and their parents, the lack of awareness and empowerment is profound, thus the project is highly relevant. Although the third outcome is not clearly linked to DPOD’s strategic framework, it is considered as very important to PFPID members in great need for economic empowerment.

*Effectiveness.* Results of current project, based on 2021 status report include:

- PFPID Nepal and 4 local resource providers from Myagdi and Kaski collaborated to create an enabling environment for self-advocacy groups (SA) to enhance their vocational skills to increase employment opportunities in employment.

---

<sup>63</sup> The previous pilot project was called “First Seed”.

- In 2021, PFPID Nepal collaborated with provincial and local government of Kaski and Myagdi to increase the capacity and strengthen the advocacy skills of self-advocates and their support person to conduct evidence-based advocacy.
- In 2021, Parents of children with Intellectual Disabilities (ID) in Kaski and Myagdi districts of Nepal formed 2 Parent Self Help Groups (PSHG), with 11 members in each district and started to conduct advocacy to ensure the rights of their PWIDs children. They started sending their children to day care centres and involved them in various programs.
- In 2021, 2 Self-Advocates Organizations were formed and registered in Kaski and Myagdi districts of Nepal, with 9 members in each organization. They got the opportunity to learn more from each other and get updated about their rights and responsibilities towards inclusion.
- In 2021, 2 member organizations of PFPID (Myagdi and Kaski) carried out media advocacy and consultation meetings with senior staff of local and provincial governments regarding UNCRPD to raise awareness to counter stigma, promote accurate image and misconception of Intellectual Disabilities.

The 2022 status report was not prepared at the time of the review, but when asked by the RT, the project team could not declare a clear progress on outcome 3, which also seemed to lack a clear plan. According to the activity plan, there is time to catch up, but it will require some attention to progress as successful employment rely heavily on establishing good collaboration with the employers.

The demarcation between results achieved in the pilot and current project is unclear, based on the project documents. However, Lev informs that they are working on a new format for the quarterly reports with clear indication of progress in the project LFA to easier monitor progress.

*Impact.* The formal establishment of parent self-help-groups in 2 districts during pilot project are sustained and parents continue to meet. During the pilot, a self-advocate organisation was formed to strengthen empowerment and self-esteem of PWIDs. There is one example of a national media contacting the self-advocates in a district, after they had presented their issues of receiving ID cards. Previously, most advocacy would happen through the parents of PWIDs, often with less impact. Although the support from parents continues to be both important and practiced in PFPID.

*Sustainability.* If the organisation around self-advocates and PSHGs is maintained and supported by PFPID, the Self Advocate Groups and PSHGs have good potential for becoming sustainable. Most project components are still immature, but if the information education and communication (IEC) app aimed at parents and self-advocates to ease caregiving, socialisation and support is successful, the impact as well as sustainability is potentially very high. When asking self-advocates about the idea of an app, the responses were mixed but overall positive. However, they had not heard that an app was already underway.

In another project supported by MyRight, PFPID has also set up a resource sharing model with local government, where funding for e.g., day care centres gradually increase from 30% via 50% to 100% covered by government. PFPID is considering how to use such model in other areas of their work.

*Coherence.* PFPID is not very familiar with the DPOD-NFDN project, although they do claim to work together on aspects relevant to PFPID's target group. On project level, PFPID integrates learning and results across projects in a meaningful way. E.g., education material developed in MyRight project can be used as content in the future app, developed in project with Lev.

**Partnership and added value**

Even though the partnership is still somewhat new and there has been Covid-19 and change in staff, PFPID is very happy to work together with Lev. PFPID has significant experience in partnering with other e.g., Scandinavian organisations, thus making them a reliable partner for Lev.

Lev has contributed with experience in setting up PSHGs, which has become a core activity in the current project. Lev's experience of employment of PWIDs has also been applied to the design of the project.

Communication with Lev was challenged for a while due to gap between staff employment. During the transition between staff, there has been two persons to refer to, making it confusing for PFPID. The Lev programme manager is planning a visit to Nepal within the next two months, which is expected to make communication easier in the future.

## Annex 7: Financial Management

### 7.1 Administrative checklist for pooled funds (Danida AMG)

|  |   |
|--|---|
| <b>Segregation of functions</b>  | In general functions are separated in DPOD financial administration. DPOD has almost finished description of additional controls as agreed with MFA during the last annual technical consultations. |
| <b>Rules on roles and responsibilities</b>   | The DPOD financial manuals designates roles and responsibilities.   |
| <b>Financial monitoring</b>  | DPOD has prepared a plan for financial monitoring of MOs and partners in the South  |
| <b>Procedures for i) Purchases, ii) Payments, iii) Invoice handling, iv) Filing and v) Transfer of funds to abroad, vi) Handling of revenue, vii) Payroll management, viii) Rules for approval and ix) general guidelines for grant administration</b> | Procedures and guidelines are presented in the various DPOD financial management manuals and guidelines   |
| <b>CoA</b>   | The CoA generally satisfies requirements BUT do not permit linking of expenditure with DPOD outcomes (see also main report and recommendation 8)  |
| <b>Partner documentation</b>   | Partner documentation in DPOD satisfies requirements. Including anti-corruption and PSEAH   |
| <b>Program and project documentation</b>   | Documentation in the DPOD database together with documentation in the grant application and grant management process satisfies requirements   |
| <b>Activity accounting</b>   | All concluded activities are audited, and financial statements and reporting satisfies requirements   |

#### Observations by the RT:

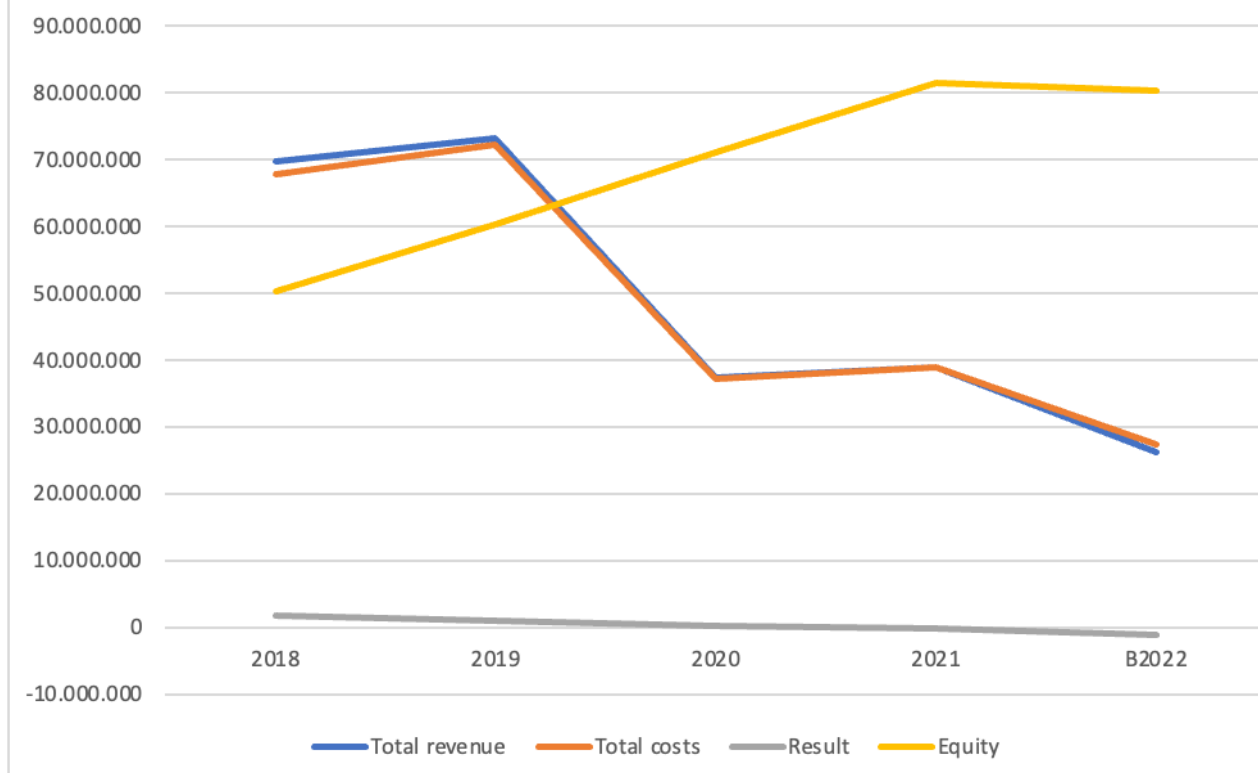
- New systems portfolio (Uniconta and possible new case handling data base) could allow for a fully transparent organization of approvals – once implemented DPOD should prepare overview note for learning purposes
- It was discussed whether financial data from old Navision should be transferred to Uniconta – DPOD prefers to maintain data in the old system
- Time registration procedures should be reviewed to ensure that time registration can be traced to the outcome level for cost allocation purposes.
- The RT suggests that DPOD applies the same principles for budgeting and accounting of income and expenditure related to the DF under DPOD's main financial statement.
- DPOD is being praised by MOSs for delivering good support in the financial administration area
- This includes support by DPOD paid staff (Renu and Fabienne) in respectively Nepal and Rwanda

- In general, DPOD and MO financial documentation is very well prepared and very comprehensive

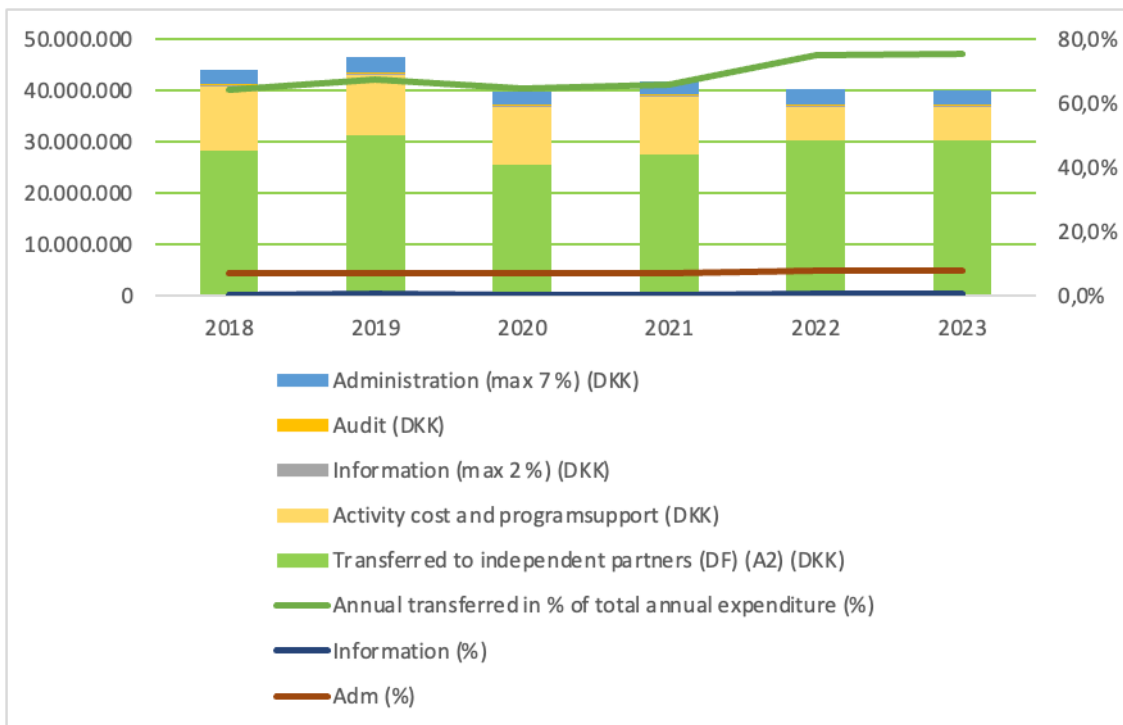
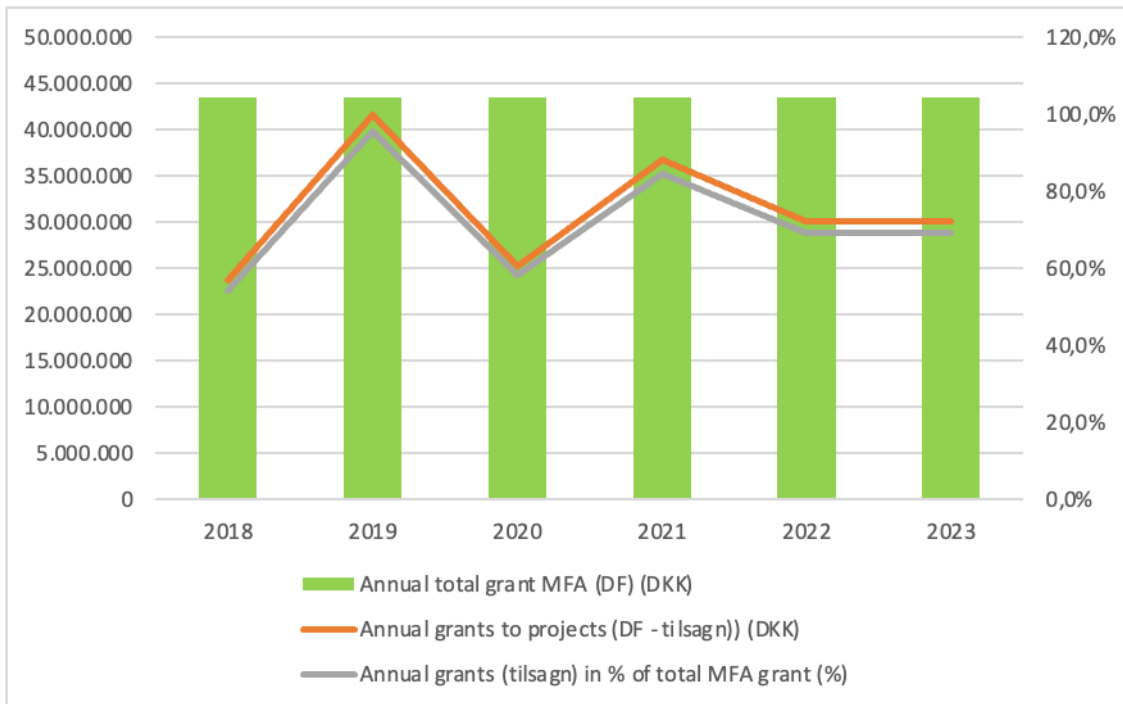
## 7.2 Financial data

|                                  | 2018              | 2019              | 2020              | 2021              | B2022             |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Funds from Min of Soc Affairs    | 12.434.000        | 13.270.000        | 12.520.000        | 12.522.000        | 12.500.000        |
| MO                               | 825.000           | 815.000           | 921.000           | 850.000           | 850.000           |
| DF                               | 51.070.000        | 52.895.000        | 18.311.000        | 18.860.000        | 7.630.000         |
| Other revenue, incl user service | 5.344.000         | 6.233.000         | 5.668.000         | 6.656.000         | 5.251.000         |
| <b>Total revenue</b>             | <b>69.673.000</b> | <b>73.213.000</b> | <b>37.420.000</b> | <b>38.888.000</b> | <b>26.231.000</b> |
| Activity expenditure             | 62.163.000        | 65.819.000        | 30.184.000        | 32.615.000        | 20.847.000        |
| Administrative expenditure       | 4.130.000         | 4.911.000         | 4.352.000         | 4.849.000         | 6.488.000         |
| Other expenditure                | 1.552.000         | 1.455.000         | 2.691.000         | 1.516.000         | -30.000           |
| <b>Total costs</b>               | <b>67.845.000</b> | <b>72.185.000</b> | <b>37.227.000</b> | <b>38.980.000</b> | <b>27.305.000</b> |
| Result                           | 1.828.000         | 1.028.000         | 193.000           | -92.000           | -1.074.000        |
| Equity                           | 50.274.754        | 60.273.809        | 71.044.274        | 81.492.825        |                   |
|                                  |                   |                   |                   |                   |                   |
|                                  |                   |                   |                   |                   |                   |
|                                  | 2018              | 2019              | 2020              | 2021              | B2022             |
| Total revenue                    | 69.673.000        | 73.213.000        | 37.420.000        | 38.888.000        | 26.231.000        |
| Total costs                      | 67.845.000        | 72.185.000        | 37.227.000        | 38.980.000        | 27.305.000        |
| Result                           | 1.828.000         | 1.028.000         | 193.000           | -92.000           | -1.074.000        |
| Equity                           | 50.274.754        | 60.273.809        | 71.044.274        | 81.492.825        | 80.418.825        |

DPOD's financial position 2018 - 2022 (Budget)



| Transfers to partners - DF                              |            |            |            |            |            |            |
|---|------------|------------|------------|------------|------------|------------|
|   | 2018       | 2019       | 2020       | 2021       | 2022       | 2023       |
| Annual total grant MFA (DF) (DKK)                       | 43.500.000 | 43.500.000 | 43.500.000 | 43.500.000 | 43.500.000 | 43.500.000 |
| Annual grants to projects (DF - tilsagn)) (DKK)         | 23.627.041 | 41.536.276 | 25.290.030 | 36.758.422 | 30.130.000 | 30.130.000 |
| Annual grants (tilsagn) in % of total MFA grant (%)     | 54,3%      | 95,5%      | 58,1%      | 84,5%      | 69,3%      | 69,3%      |
| Transferred to independent partners (DF) (A2) (DKK)     | 28.300.713 | 31.262.104 | 25.616.912 | 27.470.905 | 30.130.000 | 30.130.000 |
| Activity cost and programsupport (DKK)                  | 12.456.927 | 11.720.371 | 11.217.022 | 11.344.428 | 6.678.000  | 6.523.000  |
| Information (max 2 %) (DKK)                             | 170.373    | 205.981    | 76.813     | 115.558    | 250.000    | 250.000    |
| Audit (DKK)   | 200.000    | 245.000    | 244.800    | 185.325    | 245.000    | 245.000    |
| Administration (max 7 %) (DKK)                          | 2.878.961  | 3.040.342  | 2.600.888  | 2.738.135  | 2.846.000  | 2.846.000  |
| Annual transferred in % of total annual expenditure (%) | 64,3%      | 67,3%      | 64,4%      | 65,6%      | 75,0%      | 75,3%      |
| Information (%)   | 0,4%       | 0,4%       | 0,2%       | 0,3%       | 0,6%       | 0,6%       |
| Adm (%)   | 7,0%       | 7,0%       | 7,0%       | 7,0%       | 7,6%       | 7,7%       |
| Total exp before adm                                    | 41.128.013 | 43.433.456 | 37.155.547 | 39.116.216 | 37.303.001 | 37.148.001 |
| Total expenditure                                       | 44.006.974 | 46.473.798 | 39.756.435 | 41.854.351 | 40.149.001 | 39.994.001 |



| <b>DF grants to MOs (DKK)</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> |
|-------------------------------|-------------|-------------|-------------|-------------|
| LEV                           | 5.172.675   | 2.414.836   | 3.591.036   | 563.940     |
| DHF (incl. with partners)     | 19.957.047  | 7.904.885   | 23.320.837  | 4.902.965   |
| DDL                           | 8.432.676   | 4.718.864   | 3.574.231   | 9.367.044   |
| DBS                           | 10.020.448  | 4.489.021   | 7.225.695   | 11.812.077  |
| Other MOs                     | 3.225.675   | 3.070.548   | 1.463.864   | 2.971.304   |

|                                 |            |            |            |            |
|---------------------------------|------------|------------|------------|------------|
| Total granted                   | 46.808.521 | 22.598.154 | 39.175.663 | 29.617.330 |
| Total applied                   | 48.200.347 | 28.791.195 | 42.731.395 | 53.253.951 |
| LEV, DHF, DDL & DBS % of grants | 93,1%      | 86,4%      | 96,3%      | 90,0%      |
| Rejections                      | 1.391.826  | 6.193.041  | 3.555.732  | 23.636.621 |

### 7.3 Financial management thematic questionnaire

#### HR Kapacitetsoverblik

Administrativ stab - sammen sætning - udvikling over tid (2016-2023)

Rapport fra Lønssystem/Økonomisystem med fordeling af alle medarbejdere aflønnet af Danidabevilling (er) og relevante aktivitetsområder

Kapacitetsudviklingsstrategier, sammenhæng til overordnede strategier

Lønniveauer, sammenlignelighed? Ulandsnyt oversigt? Globalnyt

**Diverse (fx antikorruption, PSHEA, sexual harrasment, safeguards, Whistleblower) ordninger til beskyttelse af medarbejdere og rettigheder**

#### Årscyklus (Budget/plan, regnskab, revision)

**Årsregnskab** (omfang, dækning), resultatrapportering til Danida

Organisationens vedtægter

Samarbejde med repræsentantskab, bestyrelse, forretningsudvalg mv (plan, budget, resultatrapportering, revision) samt dialog omkring strategisk retning/implementering

Relevante referater

**Plan/budget**, struktur, konsistens med strategisk ramme, faglig, økonomisk/faglig integration, ændringer, justeringer, MEAL, adaptation, DDD

Handicappulje: Styringscyklus, bevillingsbreve, anke, undergrupper, kriterier

Udvikling af Handicap puljen, nye retningslinier, nye vinduer?, effektiviseringer, puljeanalyse

20 %: Styringscyklus, bevillingsbreve, egne projekter

**Regnskab**, finansielle transaktioner, registreringsramme, kontoplan og dimensioner, analytiske dimensioner

Rapportering, afstemninger, trialbalances, bogføringsprocedurer

Rapporter: Afstemning kasse, beholdninger mod udestående, aktiv/passiv afstemning mod udbetalinger, uafsluttede regnskaber, udestående, tilbagebetalinger

Konfirmation af udestående (fx årligt brev der anerkender)



Fair share, overhead, procedurer, beregningsgrundlag, ny UM budget model

**Regnskabskredse, bogføringskredse**

Håndtering af bevillinger, Danida, 20%, Handicappulje, registreringsdimensioner (kodning i system, faser i cyklus)

Andre bevillinger, grants i international udvikling

**Revision**, arrangement, omfang, finansiel/forvaltning, revisionsprotokollater

Stakeholders, tilskudsmodtagere, end-beneficiaries, egne projekter

**Tilsyn og monitorering**, cyklus, årligt program

Generelt setup, intern kontrol, controlling

Handicappulje, bevillingsbreve, rapportering, cyklus

20%, bevillingsbreve, rapportering, cyklus

Indhentning af reviderede regnskaber, tilsynsbesøg

Fora, relevante referater, relevante rapporter

Relevante rapporter, referater, e-mails

**Samarbejde med UM**

Opfølgning på reviews, årsmøder

**Value for Money**, arrangement, rapporter

Høstning af diverse, outcomes, resultater, outputs, registreringsramme

Kan der konsolideres (DH, MO, partnere, projekter, end-beneficiaries)

**Systemoversigt**, økonomi (budget og regnskab), aktiviteter, HR/løn, tidsregistrering, betaling (fx PLEO),

resultatfangst, Handicappulje database, arkiveringssystem (Teamsshare), journaliseringssystem

Implementering af nyt system per januar 2023? Overførsel af gamle data, kontobro?

**Administrativ dokumentation**, guidelines, manualer

Understøttelse af medlemmer, 20%?, guidelines til tilskudsmodtagere

**AMG, Compliance med UM retningslinier**

IATI, Open Aid, FABO

**C-sager**

Status

## **Annex 8: Input regarding results framework**

*Recommendation 2: The Results Framework should be further streamlined and presented along the lines of (i) empowerment; (ii) organizational development; and (iii) advocacy. It should include a focus on financial sustainability as part of organisational development.*

As for now, the results framework from 2022-2025 has five outcomes regarding sphere of influence. The RT believes that DPOD could initiate a streamlining regarding the mentioned lines of empowerment, OD and advocacy by organising the sphere of influence in the following manner:

In fact, many outcomes of DF projects will easily fall inside one of the three DPOD programme outcomes and could easily be coded to report contributions as per DPOD outcome. It should be mentioned that the RT does not want to promote a “straight jacket” and MO freedom of action and innovation should be encouraged. Therefore, such a model should not force DF outcomes to be identical with DPOD outcomes. Any outcomes that fall outside could be tracked as a separate category of innovative, cross cutting and/or non-aligned outcomes.

### **Organisational development:**

Organisational strong disability organisations

A disability movement that cooperates and coordinates

A representative disability movement

### **Empowerment**

Empowering persons with disabilities

### **Advocacy**

A political strong disability movement with a global outlook

Indicators may be organised according to the lines of empowerment, OD and advocacy.

In addition, “*number of projects which includes focus on financial sustainability*” may be an indicator to reflect financial sustainability until a better indicator can be found.

Good advice: for all applications, the Danish organisation should indicate how big a share the Danish organisation’s latest contribution consists of the partner’s overall budget and which resource mobilising activities are included in the proposal.

## Annex 9: Newsletter subscribers - Internationalt Nyt fra DH

The monthly newsletter, Internationalt Nyt fra DH, is distributed to 676 subscribers via e-mail. DPOD has limited information about the subscribers. In December 2022, DPOD counted the current subscribers, on the suffix of the e-mail addresses. The result showed that it was not possible to identify an organisational link to the 536 subscribers. This suggests a need for further analysis to understand the audience.

| <b>Modtager</b>                                  | <b>Antal</b> |
|--|--------------|
| DH og Drift                                      | 38           |
| Medlemsorganisationer                            | 47           |
| Ministerier og Styrelser                         | 6            |
| Civilsamfund                                     | 19           |
| Kommuner   | 18           |
| Andre Handicaporganisationer og<br>Interessenter | 5            |
| Internationale Handicaporganisationer            | 7            |
| Andre  | 536          |
| <b>I ALT (december 2022):</b>                    | <b>676</b>   |

## Annex 10: Information work grants 2019-2022

The following data on information work grants for MOs include PRO modality grants and information work budget in in DF grants in the period 2019-2022. The 9 PRO applications were granted to 4 different MOs. In the period, 42 projects had information work included in their budget. The total granted amount for information work in the period was DKK 2,984,428 with an average of DKK 746,107 per year.

| Year         | No of PRO grants and recipient MO | Proportion of DF grants with information work included | PRO grants, DKK      | Information work, DF grants, DKK | Information work total, DKK |
|--------------|-----------------------------------|--|----------------------|----------------------------------|-----------------------------|
| 2019         | 2<br><i>SUMH, DHF</i>             | 9 of 35 (26 %)   | 361,492 <sup>1</sup> | 505,397                          | 866,889                     |
| 2020         | 3<br><i>SUMH, DAB, DDL</i>        | 9 of 23 (39 %)   | 528,162              | 181,007                          | 709,169                     |
| 2021         | 2<br><i>DAB, SUMH</i>             | 11 of 28 (39 %)  | 293,554              | 515,271                          | 808,825                     |
| 2022         | 2<br><i>DHF, DAB</i>              | 4 of 20 (20 %)   | 396,044              | 203,501                          | 599,545                     |
| <b>Total</b> | <b>9</b>                          | <b>33 of 106 (31 %)</b>                                | <b>1,579,252</b>     | <b>1,405,176</b>                 | <b>2,984,428</b>            |