



The Danish Disability Fund

– Guidelines and good advice

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Photo: Steven Achiam



About Disabled People's Organisations Denmark - DPOD

Disabled People's Organisations Denmark (DPOD) promotes the interests of persons with disabilities, working for improvements in the living conditions and rights and for the full enjoyment of the same opportunities as other people.

DPOD's **34 member organisations** have a total of **330,000 individual members** representing all types of disabilities, including physical, mental, intellectual, and sensory impairments as well as chronic medically treated disabilities.

DPOD promotes the shared interests of all member organisations.

Get off to a good start

When you are about to design a development initiative you can seek for good advice in the guidelines for the Danish Disability Fund.

These guidelines are an important tool to prepare an intervention of international development cooperation and write an application. Accordingly, they should be read carefully before applying to the Danish Disability Fund. You may also use this publication as a reference and guide throughout your project and partnership activities.

Why would you engage in international activities?

International partnerships serve to engage your members in new ways by offering a wider network, a chance to address other issues and exciting experiences.

Three good reasons to become involved internationally:

- Strengthen your organisation in Denmark through international partnerships and new experience.
- Get fresh perspectives on what it means to live with disability and experience how persons with disabilities in other parts of the world stand up for their rights.
- Support persons with disabilities in developing countries in getting involved and becoming organised to gain influence.

The glossary at the end of this publication explains terms and words often used in international development cooperation.

With the aim of fostering popular engagement and volunteering, the Danish Disability Fund provides opportunities for organisations whether small or large, experienced or inexperienced in the field of international development cooperation and whether they use salaried staff or unpaid volunteers to carry out development work.



These guidelines present information on:

- Purpose of the Danish Disability Fund.
- Elements of a good development project.
- Requirements for the Danish organisation and its partner in the Global South.
- The Danish Disability Fund and its support modalities.
- How applications are assessed.
- What happens after a grant has been approved.

DPOD's advisory services

You may at any time obtain advice and guidance from DPOD's international advisors.

Our advisors have longstanding experience of development cooperation and project methodologies and they may help to:

- understand the guidelines and application process;
- provide professional feedback on a project idea or draft application;
- introduce relevant tools for designing and managing a project;
- get off to a good start in implementing your project and administrating your grant, including the contract and disbursement requests;
- give advice in the course of project implementation, e.g. about financial management;
- give advice on the mid-term evaluation and the final evaluation of you project;
- complete your project and continue to advance your partnership.

DPOD offers advice to all organisations applying to the Danish Disability Fund, regardless of their level of experience. Advisory services are independent of the assessment process.

If you want to involve an advisor more directly in your application process or in the project applied for, please contact DPOD for further information.

Read more about DPOD's advisory services and find contact information on the international advisors at: international.handicap.dk.



Application deadlines and requirements

Applications for **less than DKK 500,000** can be submitted at any time.

Applications for **more than DKK 500,000** can be submitted two to three times annually. Deadlines are available at international.handicap.dk. **Applications must be received by DPOD before 12.00 noon on the application closing date.**

Applications to the Danish Disability Fund must conform to a standard form. There is one form for each type of application, which can be downloaded at: international.handicap.dk.

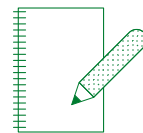
All applications must be written in a language that is shared by the Danish disability organisation and its partner in the Global South, and subsequently submitted to DPOD in either English or Danish.

Applications should be emailed to: ansogning@handicap.dk.



Photo: Timothy Chester

Useful tools



DPOD is continuously developing a series of tools and manuals for applicants to the Danish Disability Fund. These may be helpful during the application process and afterwards during project implementation. They include:

- Financial Management Guidelines providing an overview of all main budget items of the DPOD budget format, explaining which types of expenditure can be applied for.
- Tools for project design and writing the application, e.g. Logical Framework Approach (LFA), stakeholder analysis, risk management, organisational development, monitoring and evaluation, as well as gender tools.
- The publication “When the grant has been approved” (in Danish) informs about administrative procedures associated with receiving a grant.

All tools and manuals are available at: international.handicap.dk.

1. ABOUT THE DANISH DISABILITY FUND

The **purpose** of the Danish Disability Fund is to support Danish disability organisations' **cooperation** with partners in the **Global South** in order to **strengthen** how the **disability movement** is organised, thus contributing to **lasting positive changes** in living conditions, participation and inclusion of persons with **disabilities**.

THIS CHAPTER

This chapter presents the Danish Disability Fund managed by DPOD. It also describes the values and principles applying to activities supported by the Danish Disability Fund, as well as the underlying approaches, including the UN Convention on the Rights of Persons with Disabilities and the 17 Sustainable Development Goals.

The Danish Disability Fund supports international rights-based and pro-poor development cooperation. The fund is run by DPOD and financed by Danida under the Ministry of Foreign Affairs of Denmark and is subject to Danish development policy.

The Danish Disability Fund's interventions are based on partnerships between, on the one hand, Danish disability organisations or organisations associated with the Danish disability movement and, on the other, like-minded partners in the Global South, with the latter in the executing role.

What these organisations, in the North and in the South, have in common is that they were founded and are being governed by persons with disabilities and/or their next-of-kin.

Despite vast differences, they often have to overcome similar barriers, and they may require similar types of interventions to do so.

The Danish disability organisations' added value first and foremost consists of their long-standing organisational experience, unique and relevant specialist knowledge of what it means to live with a functional impairment, and not least a track record of coordinated national and international rights work.

Based on own experience and motivated by the community spirit characterising the disability movement in Denmark, Danish disability organisations are well positioned to support partners in the Global South in building democratic, transparent and inclusive organisations. Indeed, it is making more and more sense to assist Danish and Southern organisations in joining forces and forging a strong disability movement capable of fighting for equal opportunities and rights for persons with disabilities.



Persons with disabilities face numerous physical, communication and attitudinal barriers. Accordingly, compared to persons without disabilities, they tend to experience inferior legal protections, more poverty, a lower educational level, poorer health, fewer job opportunities, and less political and cultural participation. This may prevent persons with disabilities from being active fellow citizens and can cause social exclusion in the everyday life. It also leads to a clear correlation between disability and poverty.

15% of the world population – or more than 1 billion people – live with a disability and the vast majority of these – over 80% – live in developing countries. Persons with disabilities make up not just a distinct but also a distinctly vulnerable part of the population in the developing world.

* UNDP, WHO & The World Bank.

Cooperation under the Danish Disability Fund

The Danish Disability Fund wishes to promote cooperation and synergy internally between disability organisations in the North and the South. Cooperation, coordination and joint interventions contribute to developing a strong and enduring disability movement, improving the rights and living conditions of persons with disabilities in the Global South.

All organisations applying for support from the Danish Disability Fund are called upon to nurture and maximise cooperation whenever this is possible and makes sense. You are also encouraged to use interventions financed through the Danish Disability Fund to help strengthen both individual organisations and wider disability movements in the Global South.

In countries where several Danish disability organisations are sponsoring projects, DPOD recommend to share your knowledge and experience, and, to the extent possible, harmonise the level of spending on, for instance, salaries, per diems, and other operational costs.

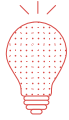
The Danish Disability Fund also wishes to promote cooperation with relevant actors outside the disability movement, such as other civil society organisations. Please contact DPOD if you want to learn more about applying to the Danish Disability Fund together with an organisation from outside the disability movement.



It is often useful to cooperate within the disability movement, since this can extend your reach and draw on other people's disability-specific experience and professional knowledge of development issues. The larger the project, the stronger the expectation that you coordinate wherever it makes sense.



Photo: Signe Daugaard



Example

Cooperation across disability organisations

In Ghana, for a number of years, the Danish Deaf Association (DDA), the Danish Association of the Physically Disabled (DAPD), the Danish National Organisation LEV and Danish Association of the Blind (DAB) have cooperated with their respective sister organisations and the Ghanaian disability umbrella organisation on a major joint project, which aims to support the disability movement in Ghana. The project is specifically engaged in local and national advocacy for inclusion of persons with disabilities.

Getting nine organisations to cooperate on a shared agenda is almost a project in its own right, but it also brings massive advantages. One of them is that the message of inclusion carries greater weight when several organisations are behind it. Pursuing one common agenda rather than a host of individual ones makes it much more likely to attract the attention of and gain influence among decision-makers, authorities, organisations and other stakeholders. Thus, the disability policy agenda is much more effectively advanced when acting in concert.

An additional advantage is the opportunity to exchange experience-based opinions of each other's work across organisations, both in Denmark and in Ghana. Although the decision-making process becomes more time-consuming, each decision is taken against the background of solid experience and reflections from a variety of perspectives.

Of course there are also challenges involved in operating across different individual interests and focus areas. It takes hard work and adaptability to plan and implement together. And it can be difficult to keep up the sense of fellowship and to document collective achievements. Therefore, an important element in preparation for the joint project in Ghana has been for the organisations to think through what they want to accomplish together, and what each party expects to gain from it.

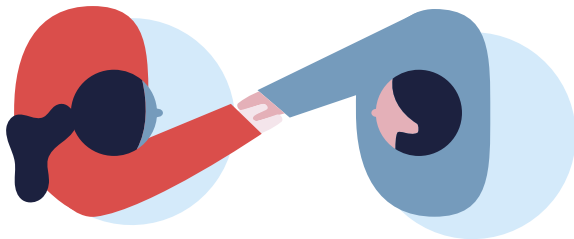


The multiple partners of the joint project pose together.
Photo: Susanne Kjær, DBS

Strategic cooperation

DPOD recommends entering into strategic cooperation with other relevant stakeholders, such as civil society organisations, public or semi-public entities in the disability sector, and businesses. A strategic partner is not a co-applicant, but could play an important role in cooperating and providing feedback on the intervention.

Please contact DPOD to learn more about entering into strategic cooperation.



Cooperation principles

Applicants to the Danish Disability Fund have defined the following principles for how to boost cooperation, commitment and learning across different disability organisations in Denmark, and for coordination of projects in shared countries of cooperation:

Respect diversity and individuality, since Danish disability organisations are independent and operate on the basis of their own history and traditions, which means they may take different paths in pursuit of the Danish Disability Fund's overall purpose.

Express commitment to and interest in each other's work and play an active role in professional discussions on international development cooperation conducive to shared learning and development. Take on shared assignments and engage in the professional forums that are set up.

Ensure effective coordination and harmonisation between the partners involved both in the North and the South by means of joint country strategies, permanent country committees, joint projects and day-to-day cooperation.



Joint projects

It may be a good idea to design joint projects when several disability organisations are present in the same country of cooperation. This serves to optimise resources, synergy and results.

Joint projects may also take place in cooperation with DPOD and DPOD's partners in the South, just as DPOD may play a facilitating role in a joint endeavour. Please contact DPOD to learn more about opportunities to involve DPOD in joint projects.

Pro-poor and rights-based development

The Danish Disability Fund takes a pro-poor and rights-based approach to development cooperation. Accordingly, when applying to the Danish Disability Fund for support, your intervention must contribute to combating the root causes of inequality and poverty.

Pro-poor approach

The number of poor countries is falling, while the number of poor and vulnerable persons in middle-income countries is rising. This also results in growing inequality. Trends such as rapid urbanisation, an increase in the number and extent of conflicts, as well as climate change and population growth are giving rise to new challenges that need to be addressed, with particularly adverse effects on those who are already poor and marginalized. In most developing countries, persons with disabilities are one of the most vulnerable groups.

The fight against poverty starts from the UN Convention on the Rights of Persons with Disabilities and seeks to bring about a situation in which persons with disabilities enjoy the same rights, access the same opportunities and are included on an equal footing with other citizens in the societies where they live.

The pro-poor approach calls for the rights of persons with disabilities to be fulfilled so as to give them access to the same services and development opportunities as their fellow citizens, e.g. in healthcare and education.

Rights-based approach

The foundation of a rights-based approach is the recognition that every person has equal worth and that there should be a legal obligation to promote human development and ensure justice.

The rights-based approach supersedes traditional charity and the wish to meet people's immediate needs. Instead, the motivation is an ethical commitment to combating the root causes of discrimination, inequality and poverty, and to securing equal opportunities and respect for all human beings.

In rights-based development, empowerment and self-determination take centre stage. Accordingly, the goal is to bring about positive and lasting change together with rather than just in favour of persons with disabilities.

The realisation of rights takes place by means of individuals, civil society and the private sector being in constant negotiations with states, which have varying degrees of ability and will to fulfil human rights.



A rights-based approach to development cooperation means that the UN human rights conventions, including the Convention on the Rights of Persons with Disabilities, as well as international rights principles and standards, are the point of departure and are used as leverage for development projects.

Rights holders and duty bearers

In the planning and implementation of a project, the rights-based approach focuses on the relationship between rights holders, who could be school children, patients or citizens with disabilities, and duty bearers, who could be school managers, health staff or official authorities.

This focus helps ensure that authorities and decision-makers responsible for fulfilling the rights of citizens, including citizens with disabilities, comply with their duties and are held accountable if they fail to do so. In the context of disabilities, combating stigmatisation and changing attitudes is another important part of the endeavour to achieve equal rights.

UN Convention on the Rights of Persons with Disabilities

The UN Convention on the Rights of Persons with Disabilities aims to ensure that persons with and without disabilities enjoy equal rights. This international agreement is pivotal to the work of the Danish Disability Fund and DPOD, both in Denmark and in the Global South.

The UN Convention on the Rights of Persons with Disabilities was created in recognition of persons with disabilities being especially vulnerable to discrimination in all affairs of life, hence requiring a higher degree of human rights protection.

The convention emphasises that persons with disabilities, and the organisations that represent them, are heard and involved in the design and realisation of all social initiatives of relevance to persons with disabilities.

The convention addresses economic, social and cultural rights, in addition to civil and political rights, setting out how these rights should be understood and implemented for the benefit of persons with disabilities. Accordingly, this convention does not invent new rights, but looks at various types of rights from a disability perspective.

Article 32 makes a strong call for international cooperation in order to make the convention's purpose and goals come true.



“The purpose of the present Convention is to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.”

Article 1 of the Convention on the Rights of Persons with Disabilities



The UN Convention on the Rights of Persons with Disabilities and its Optional Protocol were unanimously passed by the UN General Assembly in December 2006.

Denmark ratified the convention in 2009 and the Optional Protocol in 2014. It is one of the human rights conventions that have been ratified by most countries.

The convention as a starting point

Projects supported through the Danish Disability Fund must help make progress towards persons with disabilities enjoying the same rights, having access to the same opportunities, and being included on an equal footing with other citizens in their society.

Partnerships between disability organisations in Denmark and in the Global South is an effective means of persons with disabilities becoming better organised.

Article 4 section 3 of the UN Convention on the Rights of Persons with Disabilities establishes that persons with disabilities shall be consulted and actively involved in all issues that affect them through the organisations that represent them.

Accordingly, the development of strong, democratic and transparent disability organisations is a means of stepping up the struggle for equal rights and hence better living conditions for persons with disabilities. At the same time, it is an end in its own right, so that persons with disabilities are properly seen and heard.

The UN Convention on the Rights of Persons with Disabilities shines the spotlight on rights-based work. Thus, much of the hands-on rights work taking place with partners in the Global South is indeed targeted at national legislation and its enforcement.

The UN Convention on the Rights of Persons with Disabilities presents a number of overall principles:

- Respect for everybody's inherent dignity and personal autonomy, including respect for differences and acceptance of persons with disabilities as part of human diversity.
- Non-discrimination, especially as regards young people and women with disabilities, as well as those who are especially marginalised due to severe or combined disabilities.
- Accessibility for all refers to access to physical, communicative and cognitive environments and contents.
- Equal opportunities for all, including equality between women and men.
- Full and effective participation and inclusion of persons with disabilities in society.
- Respect for children and young people, including their development opportunities and their right to preserve their identity.

Read more about the UN Convention on the Rights of Persons with Disabilities and DPOD's work to implement it at: international.handicap.dk.

UN Sustainable Development Goals

In 2015, the 193 United Nations (UN) member states adopted the worldwide plan “Transforming our World: the 2030 Agenda for Sustainable Development”. It sets the agenda as to what changes should be pursued with particular vigour, and what goals should be accomplished by 2030.

The plan contains 17 Sustainable Development Goals and 169 associated targets. It applies to all nations of the world, and not just developing countries. It also contains indicators to make it possible to track progress towards each goal and target. The targets under each of the 17 goals feature various aspects of the overall goal. An individual project will typically address only one or a handful of the targets.

Five of the goals and seven of the targets explicitly mention persons with disabilities. Furthermore, several other goals contain targets that refer to particularly vulnerable groups and discrimination against them.

The Sustainable Development Goals are important in their own right, but also serve to promote the principles set out in the UN Convention on the Rights of Persons with Disabilities.



Sustainable Development Goals

The UN website presents more detailed information about the Sustainable Development Goals and associated targets at: un.org/sustainabledevelopment/sustainable-development-goals.

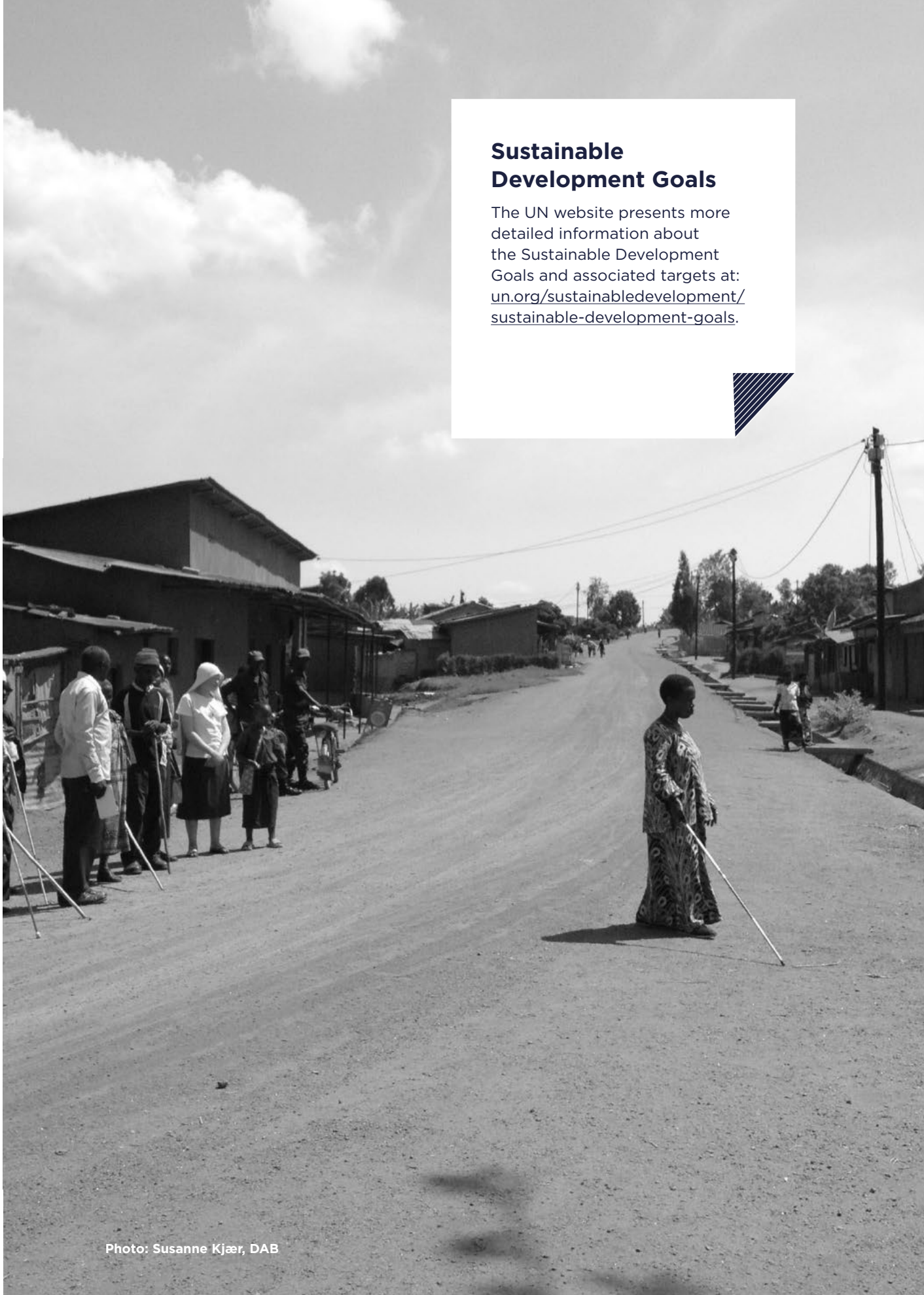


Photo: Susanne Kjær, DAB



“Leave no one behind”

Underlying the 17 Sustainable Development Goals is the principle “leave no one behind”, which has also been formulated by the UN. It acknowledges that the goals’ predecessor, known as the Millennium Development Goals to be achieved by 2015, focused mainly on averages, e.g. how many people were lifted out of poverty or gained access to education and healthcare, but not on the extent to which marginalised groups shared in the progress.

The experience of the Millennium Development Goals showed how much can be achieved by concentrating resources on shared goals, but also how easily marginalised groups can be overlooked in the drive to reach the ambitious goals. Thus, the principle “leave no one behind” is intended to ensure that the progress benefits everyone, including persons with disabilities who by far make up the largest of the marginalised groups.



The principle “leave no one behind” is applied across all 17 Sustainable Development Goals and 169 associated targets, and it constitutes an important element of the rights-based work. It highlights that the conditions of persons with disabilities need to be improved for the goals to be met.

Incorporate the Sustainable Development Goals into your design

It is important to incorporate the Sustainable Development Goals into the design of interventions supported through the Danish Disability Fund, not just during planning but also in monitoring and reporting.

The Danish Disability Fund identifies four cross-cutting goals that must be pursued for a project to live up to the guidelines:

No Poverty (Goal 1): By working for the fulfilment of the rights of persons with disabilities, interventions supported by the Danish Disability Fund contribute to ending poverty, since persons with disabilities are among the most vulnerable population groups in developing countries.

Reduced Inequalities (Goal 10): By focusing on persons with disabilities, interventions supported by the Danish Disability Fund contribute to reducing inequality.

Peace, Justice and Strong Institutions (including support for inclusive societies) (Goal 16): By supporting the building of inclusive organisations and by promoting non-discriminatory legislation and its enforcement, interventions supported by the Danish Disability Fund contribute to bringing about peaceful and inclusive societies with legal rights protections and effective, accountable and inclusive institutions at all levels.

Partnership for the Goals (Goal 17): By partnering up with like-minded organisations from the Global South, the interventions supported by the Danish Disability Fund contribute to strengthening global partnerships for sustainable development.

In addition to these four goals, projects and other interventions supported by the Danish Disability Fund may also address one or several other goals, such as:

- Zero Hunger (Goal 2)
- Good Health and Well-Being (for everyone, Goal 3)
- Quality Education (for everyone, Goal 4)
- Gender Equality (Goal 5)
- Clean Water and Sanitation (Goal 6)
- Decent Work and Economic Growth (employing and benefiting everyone, Goal 8)

Pursuit of the Sustainable Development Goals may also focus on improving data collection and statistical information on persons with disabilities. This is because, in order to monitor the development of society, it is important to cover all social groups so as to make sure that marginalised groups share in the progress.

DPOD and Danish Disability Fund grantees are continuously looking into how the Sustainable Development Goals can be more actively incorporated into international cooperation. See more at: international.handicap.dk.

Danish development policy

The Danish Disability Fund is financed by Danida under the Ministry of Foreign Affairs of Denmark, which is why its guidelines reflect Denmark's official policy for development cooperation.

“The World 2030 – Denmark’s strategy for development cooperation and humanitarian action” is the main policy framework for the Danish Disability Fund. This publication outlines how official Danish development cooperation is to contribute to realising the UN Sustainable Development Goals towards 2030. It highlights rights-based work and describes the vital role played in international development cooperation by civil society in Denmark and abroad. The principle known as “leave no one behind” is also referred to in “The World 2030” as an important element of Danish development aid.

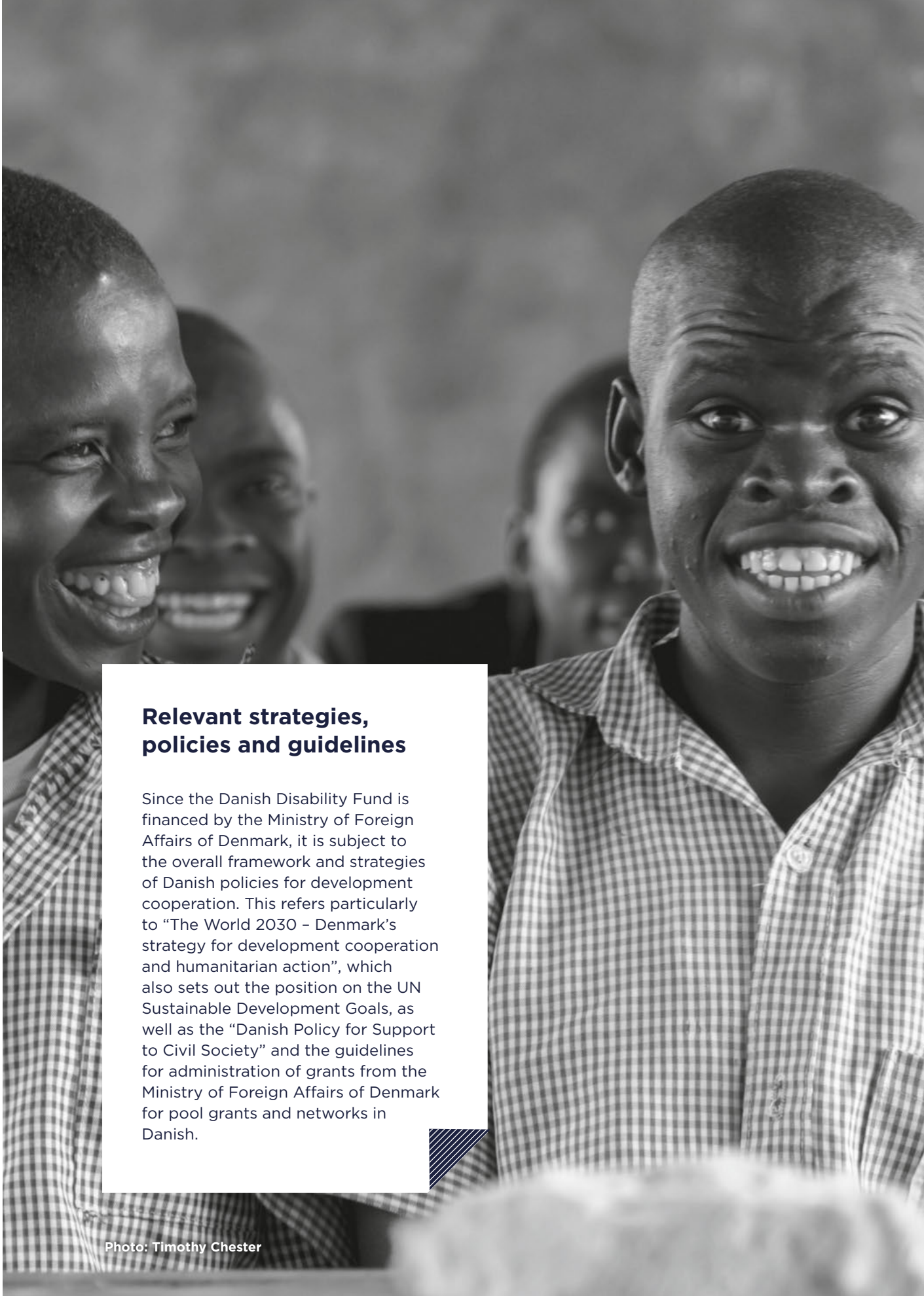
Projects supported through the Danish Disability Fund constitute a relevant contribution to implementing “The World 2030”, including how Danish development cooperation should be rooted in the Danish population and in the principle of “leave no one behind”.

At the same time, the “Policy for Danish Support to Civil Society” charts the course for support for civil society and seeks to assist civil society in the Global South in securing the opportunity and capacity to gain influence in order to combat poverty and inequality. The policy also promotes human rights and sustainable development in an accountable, inclusive and transparent manner, particularly for the benefit of poor and marginalised groups.



“Many parts of the Danish civil society contribute to translating a broad Danish popular involvement in international humanitarian action and development cooperation into meaningful results within thematic and geographic areas. This applies i.a. in relation to social groups that are stigmatised, discriminated against and – ultimately – criminalised due to e.g. gender, age, disability, illness (e.g. HIV/AIDS), political opinion, ethnicity, sexual orientation, gender identity, occupation and religion.”

The World 2030 – Denmark’s strategy for development cooperation and humanitarian action



Relevant strategies, policies and guidelines

Since the Danish Disability Fund is financed by the Ministry of Foreign Affairs of Denmark, it is subject to the overall framework and strategies of Danish policies for development cooperation. This refers particularly to “The World 2030 – Denmark’s strategy for development cooperation and humanitarian action”, which also sets out the position on the UN Sustainable Development Goals, as well as the “Danish Policy for Support to Civil Society” and the guidelines for administration of grants from the Ministry of Foreign Affairs of Denmark for pool grants and networks in Danish.

Photo: Timothy Chester

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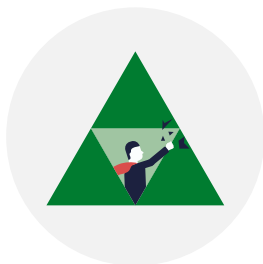
THE GOOD DEVELOPMENT PROJECT

THIS CHAPTER

This chapter describes the more technical elements that generally underpin Danish development cooperation policy and practice. When applying to the Danish Disability Fund for support for a project, you are required to incorporate these elements into the planning and implementation of your intervention.

The following pages present these requirements one by one. Remember that guidance and advice are always at hand from DPOD's international advisors.

Projects supported by the Danish Disability Fund must contribute to strengthening the disability movement in countries in the Global South, and to bringing about lasting positive change in the living conditions of persons with disabilities. The best results are achieved when experience of Danish disability organisations is combined with key technical elements of development cooperation.



The Development Triangle +



Sustainability



Popular Danish engagement



The target group



Value for money



Information work



Documentation of results and learning

The Development Triangle +

Based on the principles enshrined in the UN Convention on the Rights of Person with Disabilities in favour of inclusiveness and equal opportunities for persons with disabilities, regardless of age, gender and disability type, projects supported by the Danish Disability Fund must contribute to translating the convention's intentions into action.

The Development Triangle is used by many Danish civil society organisations to ensure a good balance between three essential areas of intervention in a rights-based approach: organisational development, advocacy and strategic service delivery. In the disability context, this means:

- **Organisational development** and capacity building of disability organisations.
- **Advocacy** for persons with disability and their rights, as well as raising awareness in society to counter prejudice.
- **Strategic service delivery** targeted at persons with disabilities.

However, experience from the Danish Disability Fund show the importance of adding one component:

- **Empowerment** of persons with disabilities.

Empowerment is typically a precondition for working with other parts of the Development Triangle.

The illustration* of the Development Triangle + also shows the interaction between the three legs of organisational development, advocacy and strategic service delivery combined with the fourth component, empowerment, which accounts for the plus sign.

* The illustration is inspired by CISU's Development Triangle (<http://www.cisu.dk/tools-downloads/cisu-position-papers>) and has been adapted to the disability movement.

Using the Development Triangle +

When applying for support from the Danish Disability Fund, it is important to take account of the relation between the four components of the Development Triangle +.

These do not need to be given equal weight. For example, the balance could be biased towards organisational development in project cooperation with a less experienced partner, since this may often be a precondition for the partner organisation to act effectively, whereas advocacy will tend to be given increasing weight over time, as the partner organisation develops and the partnership evolves.

Balancing these different perspectives, the various components will reinforce one another, thus enhancing the chances of bringing about lasting positive change in the disability movement, in society and among the target group of persons with disabilities.

In addition to the components of the Development Triangle +, it is important to remember that strategic partnership with other actors, such as civil society organisations, research institutes, employers, health clinics, schools and so forth, may help open their eyes to disability-specific issues, and may foster inclusion of persons with disabilities in ongoing and future initiatives.

Organisational development
 Developing the organisation's capacity so as to enable it to contribute effectively to breaking down physical, social and attitudinal barriers to the active participation in society of persons with disabilities.

Empowerment
 Persons with disabilities acquiring knowledge of their rights, individual skills and competencies, so as to gain the strength to join forces with the aim of overcoming and tearing down the numerous social and physical barriers that they face in their everyday lives.



Advocacy
 Strategic interventions aimed at exerting influence on a given cause, say, on legislation, policy-making and policy implementation, and hence at bringing about lasting positive change in society and for persons with disabilities. Advocacy also encompasses raising awareness and working on attitudes in order to prevent stigma.

Strategic service delivery
 Delivery of professional and technical inputs that lead to persons with disabilities gaining access to services and opportunities on an equal footing with their fellow citizens in healthcare, education, employment and other areas, and that have the potential of being taken over and disseminated by other actors.



Organisational development

Organisational development is at the heart of development cooperation. Experience shows that the building of vigorous disability organisations, and effective cooperation with these, are required for persons with disabilities to be heard, respected and have their rights fulfilled.

Organisational development involves strengthening the organisation's proficiency in advocacy and in organising persons with disabilities, including the ability to create a welcoming social environment and carry out activities for members that connect individual members to the organisation and to the disability movement.

Organisational development and capacity building are often used synonymously to describe a continuing process of change, in which organisations strengthen, adapt and maintain their capacity. This process is important because organisations need to keep up their relevance to members, their specialised professional competence, their ability to build bridges between the local and the national level, and their active role in civil society.

Capacity building may consist of acquiring specific knowledge and relevant skills, or developing new strategies, systems and methods that can act as important catalysts for the organisation's continuous and sustainable development.

Organisational development arises when specific professional or organisational learning translates into new and improved practices within the organisations. It should always be underpinned by a flexible and learning approach facilitating adjustment of the planned development process in response to lessons learned, changing needs within the organisation and cooperation with the rest of the disability movement.

A strong partner organisation is an effective precondition for working on strategic service delivery, advocacy and empowerment.

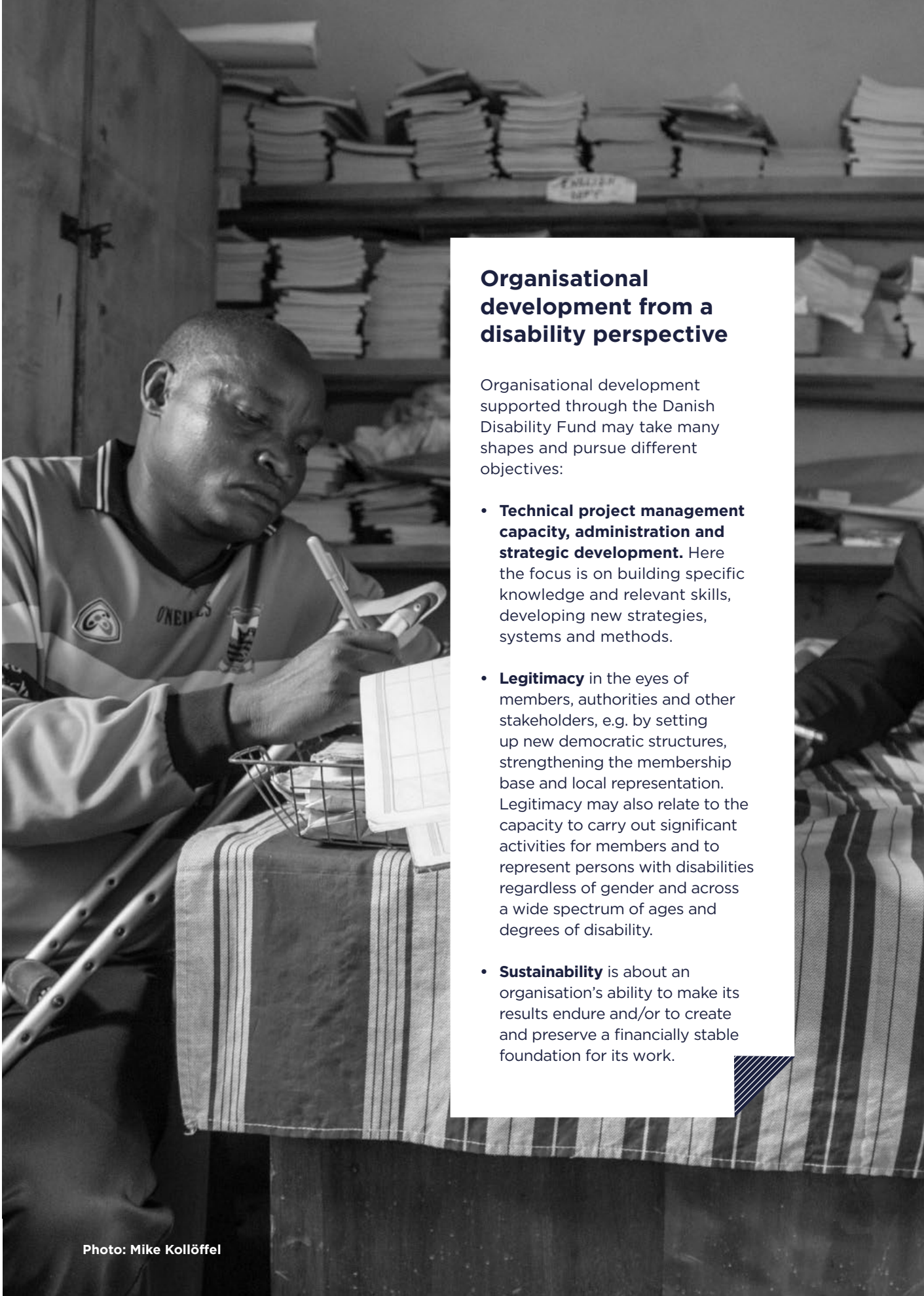


Photo: Mike Kollöffel

Organisational development from a disability perspective

Organisational development supported through the Danish Disability Fund may take many shapes and pursue different objectives:

- **Technical project management capacity, administration and strategic development.** Here the focus is on building specific knowledge and relevant skills, developing new strategies, systems and methods.
- **Legitimacy** in the eyes of members, authorities and other stakeholders, e.g. by setting up new democratic structures, strengthening the membership base and local representation. Legitimacy may also relate to the capacity to carry out significant activities for members and to represent persons with disabilities regardless of gender and across a wide spectrum of ages and degrees of disability.
- **Sustainability** is about an organisation's ability to make its results endure and/or to create and preserve a financially stable foundation for its work.



Empowerment

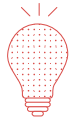
Empowerment is the particular development process enabling persons with disabilities overcoming social and physical barriers that many of them experience in their daily lives in terms of prejudice, stigmatisation, isolation, exclusion, abuse and so forth.

Empowerment is essential for persons with disabilities to develop autonomously, take responsibility for their own lives as regards family, education and work, and play an active role in the development of their organisations and in wider society.

Persons with disabilities can develop competencies and skills for example, by learning about rights, building self-esteem and self-confidence, doing mobility training and organising into self-help groups.

This promotes the ability and power to rise above difficulties in life, realising their rights and human potential. This may result in gaining courage to express their wishes and views, becoming able to organise and claim their right to education and public services, moving around outside their home, going to school or commuting to their workplace.

Empowerment can turn persons with disabilities into a resource both for their families and for society.



Example

Training helps persons with visual disabilities contribute to the community

As part of the capacity building of organisations of the blind in Laos, the Danish Association of the Blind (DAB) is supporting the (re)habilitation of persons with disabilities in under-resourced situations. The partners have chosen an approach that focuses not only on the individual person with disability, but also on their next-of-kin, local authorities and local organisations. This aims to ensure equal opportunities for and social inclusion of persons with disabilities.

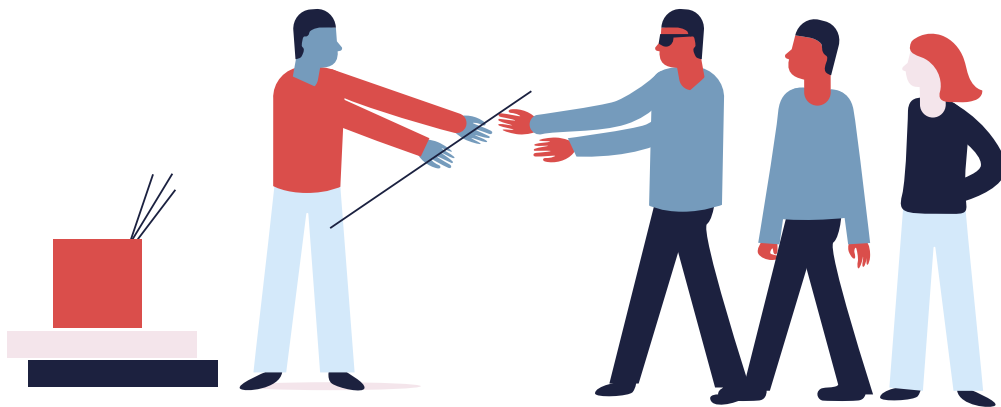
In Laos, field workers from the organisation of the blind travel to selected villages and perform free eyesight tests of all inhabitants. If diagnosed with a visual disability, people are offered membership of the organisation and training in orientation and mobility, which teaches how to move around with a white cane. Depending on

their needs and personal situation, some are also offered transport to the nearest hospital with ophthalmologists, income-generating support in terms of farm animals, such as pigs or goats, and training in working as masseurs. Children with visual disabilities are offered access to a specialised school for the blind.

Training in orientation and mobility has turned out to be highly effective in ensuring the social inclusion of trainees in their villages, leading to their personal empowerment. They learn to find their way around the village without help from a sighted person, to seek out family, friends and neighbours on their own, to find the village temple and, in some cases, to find the family field, where they can help out to the best of their abilities. Such training leads persons with visual disabilities to develop personal competencies and skills, thus enabling them to break out of their isolation and show the community that they too can contribute.



A woman receives a white cane in Laos.
Photo: Susanne Koch Andersen, DAB



Strategic service delivery

Historically, international development cooperation has moved from making direct delivery, such as schools and wells, to focusing on rights. Thus, the perspective has changed from charity to empowerment of poor and marginalised persons who, given the right circumstances, have the ability and resources to contribute to solving their own problems.

Accordingly, to the extent that strategic service delivery forms part of a project, it must serve as a means of development, and never as an end in its own right. In other words, it must be delivered in a strategic manner so as to contribute to something greater that can be continued and disseminated more widely than to the immediate target group. This may take place in the context of the wider disability movement or by means of inclusion and mainstreaming in the public service sector, or among private sector actors.

Strategic service delivery involves professional, physical and technical inputs. Fundamentally, it is about developing and testing models for how persons with disabilities can gain access to services and opportunities on an equal footing with their fellow citizens in health, education, employment and other areas.

Strategic service delivery contributes to building solid knowledge of the context and accessible opportunities. Moreover, it also facilitates growing legitimacy in the eyes of the target group and local authorities, and it may also serve as an experience-based model to inspire authorities responsible for delivering public services to persons with disabilities.



Advocacy

Advocacy is a strategically planned and systematic effort aimed at exerting influence on a given matter – frequently national legislation and its enforcement – and thus at creating lasting positive change in society and among persons with disability. The change may result from advocacy interventions targeted at particular duty bearers who, according to the UN Convention on the Rights of Persons with Disabilities, have a formal and/or moral responsibility to respect, uphold and fulfil the rights of persons with disabilities.

Duty bearers, such as government representatives and other authorities, including social workers, judges, police, health staff and teachers, can be influenced to improve legislation, facilitate access and provide better services for persons with disabilities, or to carry out a fairer distribution of resources.

Other duty bearers, such as parents, community leaders, religious leaders, sports clubs and opinion makers, can be induced to change their attitudes and social conduct towards persons with disabilities. Changes in views and practices

can involve that persons with disabilities are actively involved on an equal footing with others. Another manifestation is when those who have not previously spoken up for persons with disabilities reject social norms and traditional practices that are harmful to persons with disabilities.

Accordingly, a key element of advocacy is information and awareness-raising targeted at the general population about the rights of persons with disabilities. This may lay the groundwork for a change in attitudes in the community and in the wider society, and thus lead to recognition of the equal worth of persons with disabilities and to respect for their rights.

It is important that rights work and advocacy are firmly aligned with the partner organisation's own priorities, and that the partner organisation remains in charge and is credited accordingly.

It may be a good idea to coordinate advocacy in a joint undertaking with other disability organisations. Duty bearers tend to pay more attention when the wider disability movement speaks with one voice.



Popular Danish engagement

The Danish Disability Fund encourages all projects to be solidly rooted in the Danish population.

For development cooperation to be widely embedded within the Danish organisation, a wider range of people should take part in it, or at least know about the partnership and project work. You may, for instance, promote voluntary participation in Denmark and abroad, or target information work at your own organisation's members or at the wider public.

Communicating stories about the plight of persons with disabilities and the positive change that you are helping create in the wider world is an effective means of drawing attention to and obtaining support for your international efforts.

Thus, communication and information work are integral parts of development cooperation, to be incorporated into the project design from the outset. Read more about information work at the end of this chapter.

It is important to learn from the experience gained during your cooperation, and to use the lessons learned actively in your own organisation. Indeed, your own track record, e.g. your organisational work at home and abroad, mastery of certain methods or advisory services provided to partners, are valuable inputs to international development cooperation.

Volunteerism

Volunteers contribute to popular engagement in Danish development cooperation in their capacity as resource persons in the project work abroad or in organisational work in various committees and project groups. Therefore, DPOD encourages you to make vigorous efforts to engage volunteers in your international cooperation.

Such active participation gives volunteers deep insights into conditions in developing countries and into the challenges that are faced by persons with disabilities. This serves to inform and engage your own members and the public at large.

In addition to volunteering, moral and financial support may also be mobilised. The Danish disability movement has a tradition of providing all three kinds of support.

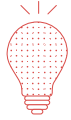


The Danish Disability Fund does not require own-funding, but organisations are encouraged to make their own contributions to projects supported by the fund. This may take the shape of voluntary labour, own resources or materials placed at the disposal of the development project.



“The Danish civil society plays an important role in maintaining a popular Danish engagement in the development cooperation and in reaching a broad spectrum of Danes with knowledge about the living conditions and development in other parts of the world”.

The World 2030 - Denmark's strategy for development cooperation and humanitarian action



Example

Volunteering as a driving force

Volunteers play a prominent role in the Danish Association of Youth With Disabilities (DAYWD). The organisation has 80 active volunteers, some of whom are active in development work.

In 2016, DAYWD established a Development Cooperation Committee. It is composed of four volunteer members, recruited on the basis of well-founded applications, and they are responsible both for strategising and for coordinating the organisation's development cooperation. Thus, volunteers are in charge of deciding where DAYWD should work and what development projects should be undertaken. In interaction with DAYWD's salaried project manager, the volunteers help draw up project applications and subsequently take part in implementing and informing about the projects. For instance, volunteers teach at workshops during visits to the project in Uganda, and they

carry out information work. Recently, DAYWD volunteers have produced a video about volunteering among youth with disabilities in Uganda.

It is DAYWD's experience that volunteers bring significant resources to development work. The recipe has been to grant young volunteers a clear mandate, a high degree of responsibility and a chance to acquire qualifications.

These three ingredients have succeeded in setting up a committed and self-reliant Development Cooperation Committee, which is contributing actively to enhancing the work with volunteering in Uganda. DAYWD also finds that its Ugandan partner, NUDIPU-Youth, is appreciating Danish volunteers and understands the value of young volunteers being able to see each other as an example, exchange experience and learn from one another.



Young participants pose for a group picture after a three-day workshop for new volunteers in Uganda.

Photo: DAYWD



Value for money

Value for money is a cost-efficient approach to development cooperation that seeks to optimise the development effects in the partner countries.

A project is cost-efficient when spending is reasonable and accountable, and when costs are kept as low as possible. Accordingly, you need to make sure that your project:

- is relevant in view of the context;
- is realistic as regards its time horizon and objective;
- makes the most of available resources.

It is important to ensure transparency and accountability for each item of project expenditure, as well as to adhere to a financial management model that fits the project's objective and complies with relevant legislation. This means that you should strive for maximum gains in terms of tangible goods and services as well as lasting change on the basis of optimal use of available resources. In other words, you must apply the best solution at the lowest price. You should note that the cheapest solution may

not necessarily be the best one. Another somewhat pricier solution could be more favourable in terms of reaching the desired results.

In this manner, you ensure that the chosen strategy is carried out in the most cost-efficient manner possible, and that the project's specific outputs lead to positive changes for the disability movement and for persons with disabilities.

However, costs and price levels should not determine your partner countries, the geographical or thematic areas of your projects. Nor should you give priority to persons with light disabilities over persons with severe disabilities in order to reach more people at the same costs. Everyone regardless of disability must be able to join in the projects.



Photo: Signe Daugaard



Sustainability

The Danish Disability Fund encourages taking a long-term approach that helps creating lasting positive change for persons with disabilities, as well as lasting strengthening of organisations representing persons with disabilities.

A development project is sustainable when it contributes to attaining lasting positive change for the partner in the Global South and for the target group. Ideally, the change brought about by the project should endure and continue after activities and financial support has come to an end. This is why local ownership is vital, just as the partner in the South must have the capacity and resources to absorb, maintain and possibly continue to deepen the change accomplished. Neither the partner in the South nor the target groups must end up in a relationship

of inappropriate dependency after project completion.

Before the project begins, a case must be made that the project sustainability is feasible. Keep in mind that some changes take many years to become sustainable. Organisations dependent on external funding for operational costs often need a project period of three to four years to achieve organisational and financial sustainability. It can be hard to achieve a durable and sustainable financial set-up with a small-scale and short-

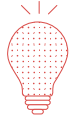
time project, but you can contribute to building democratic structures that make the organisation politically sustainable.

Another priority can be to gather valuable lessons learnt, so that experience and knowledge generated can enrich future cooperation with the partner organisation and be shared with others. Likewise, documentation of good results may give an organisation greater clout in political advocacy and boost future fundraising.

Longer time horizon

It is often useful to view large-scale projects from a perspective beyond the time horizon of an individual application to the Danish Disability Fund. This means a period long enough to build the partner capacity step by step, and designing, at the early stages, a plan for gradual phase-out of support for activities and for running costs, such as staff, board meetings and annual assemblies.

This serves to reduce partner dependency on the Danish Disability Fund and to enhance sustainability when cooperation is coming to an end.



Example

Strategies and project phases to ensure sustainability

After 12 years of cooperation in Nicaragua, the Danish Association of the Physically Disabled (DAPD) formulated an exit strategy. Four years after the strategy had been implemented, seven out of eight former partners have the same or higher activity level than when they were receiving support from DAPD.

When DAPD began a similar project in Honduras, it seemed natural to outline the phases through which the new partnerships were expected to pass. Based on experience from Nicaragua, DAPD knew it might take 14-18 years to build strong and sustainable partner organisations. Thus, the cooperation period was divided into five phases: an introductory phase lasting three years, three actual project phases lasting four years each, and finally an exit phase lasting two to three years. This made it possible to discuss the entire cooperation process with the partners from the outset, including the stage at which the partnership and project support were expected to end.

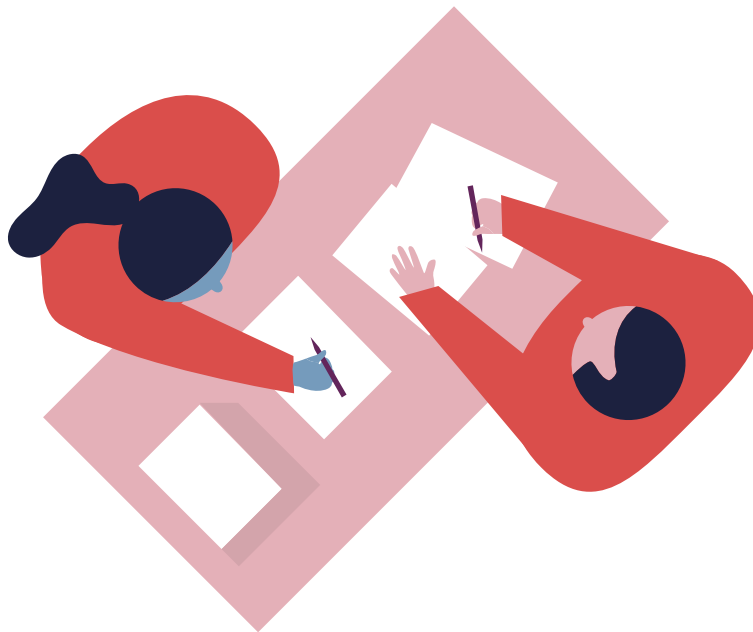
The division into phases also illustrates how the focus moves from strategic service delivery and basic organisational development in the beginning of the partnership to rights work, more advanced organisational development and financial sustainability towards the end of the partnership.

After eight years in Honduras, the actual exit strategy was formulated. It introduced restrictions on certain support modalities, e.g. for convening board meetings and annual assemblies, as well as a ceiling on the number of staff members whose salaries could be paid by the project. Furthermore, a degree of own-funding became mandatory. Throughout the process, much attention has been paid to keeping down the cost level of per diems, salaries and the like, and the Honduran partners have been aware that project support does not necessarily cover all costs. In this manner, DAPD hopes that the sustainable results achieved in Nicaragua can be replicated in Honduras.



The Danish Association of the Physically Disabled discussing cooperation with its partner in Honduras during a workshop

Photo: Henry Lind, DAPD



Documentation of results and learning

In recent years, documentation has come to the fore in international development cooperation, particularly of results and changes promoted by the projects.

Documentation is important

Documentation of your project is important for the sake of:

- Transparency and legitimacy of spending of development funds in the eyes of DPOD, the Ministry of Foreign Affairs of Denmark, the Danish population and the project's target group;
- Learning and development of best practices of development cooperation by systematising knowledge and experiences of both successes and challenges in a given intervention;
- Publicising the results of international development work to the wider population and for use in advocacy, communication and fundraising.

Development cooperation typically involves complex process of social and organisational change. Bumps along the way are the norm, and sometimes the road comes to a dead end. On other occasions, completely new avenues emerge. A planned and recurrent reflection and documentation help identify and resolve unforeseen challenges, provide new insights into the change process, and enable learning that can be shared with others.

Different types of documentation

Danish Disability Fund grantees are required to provide documentation. For example, you must ensure that knowledge and data on project progress are continuously collected, and that a completion report is drawn up at the end of the

project, in order to draw conclusions regarding results and experience. In the case of larger projects, an external evaluation must also be carried out to ensure an outsider's perspective on the project. An external evaluation provides a systematic assessment of the extent to which the project has succeeded in achieving its objectives and identifies learning and good practices. Read more about evaluation requirements in Chapter 4.

In addition to project-specific documentation, it can be valuable to evaluate across several projects or interventions. This may foster more comprehensive learning as regards a particular approach, intervention or country. This type of documentation is useful for planning a new project or for substantiating evidence-based advocacy.



DPOD encourages experimenting with new documentation methods, such as “real-time monitoring and reporting”, where, for example, you type in project-related data and take photos with a smartphone, which are compiled and continuously uploaded. You may also use creative documentation to reach a wider audience by means of photos, videos and social media.

Find more about documentation in DPOD's Monitoring and Evaluation Manual available at: international.handicap.dk.



Target group

Persons with disabilities are the main target group for projects and other interventions supported by the Danish Disability Fund. Persons with disabilities are a major societal resource, but, unfortunately, tend to be excluded and stigmatized, which prevents them from taking part in social, educational, work- and health-related activities, or from taking private or political decisions.

For this reason, your project should actively focus on strengthening rights, fostering equal opportunities and improving living conditions for persons with disabilities.

The scale of barriers may depend on gender, age, and severity of functional impairments. This calls for paying special attention to including women and youth with disabilities, as well as those who face the toughest obstacles.

Persons facing severe barriers

On the whole, the Danish Disability Fund is intended to benefit persons with all kinds of disabilities. Grants shall fund projects covering a wide array of persons with disabilities, including those who face many and/or extensive societal impaired barriers. They might be persons with both physical and communicative functional impairments, or persons with particularly taboo-ridden functional impairments, such as those

of a psycho-social or cognitive nature. It is also important to allow for inclusion of persons whose disabilities are less conspicuous, less organised and have yet to be recognised by the state.

Youth

The percentage of persons with disabilities rises with age. This is why many organisations for persons with disabilities are disproportionately composed of older members, as often reflected in their leadership. For this reason, in order to build sustainable organisations, it is often useful to make a special effort to involve and train young people as leaders. This may help the organisations keep a well-targeted and well-informed focus on problems and challenges in policies and programmes that affect young people in particular. This also applies to initiatives regarding access to strategic service delivery and to employment and income-generating activities.

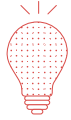
Women

Women with disabilities often face dual discrimination both as women and as persons with disabilities, which combines into negative synergies. They cannot participate in society on an equal footing with other women or other persons with disabilities.

Many acquire a disability or experience a worsening of their disability in the course of their lives. In the case of women, they are more likely to have been worse off already before getting a disability as regards education, employment, income, control over their own lives, legal protections and so forth. Physical and social barriers, as well as the stigmatisation and discrimination that are repeatedly faced by persons with disabilities, will typically affect women with disabilities to an even greater degree. This is also illustrated by the sad fact that women with disabilities worldwide are at much higher risk of being victims of violence and sexual assault.

This makes it important to ensure that all types of projects also target and benefit women with disabilities, taking into account and adapting to the needs and life situations of women.

Find more information in DPOD's Gender and Disability Toolbox, which may be applied in efforts to secure equal rights for women and men with disabilities. It is available at: international.handicap.dk.



Example

Inclusion of persons who are particularly marginalised due to severe or multiple disabilities

In Uganda, those with intellectual disabilities are often seen as unwanted, as persons to be ashamed of, or believed to be possessed by demons. With support from the Danish National Organisation LEV, Uganda Parents of Persons with Intellectual Disabilities (UPPID) is working systematically to strengthen inclusion of persons with intellectual disabilities into the organisation and into society at large. UPPID has developed and tested a model involving 'self-advocacy' groups, camps for 'self-advocates', training and supervision of support persons, as well as information work and advocacy. The model has been documented in hands-on guidelines describing efforts to equip young people with intellectual disabilities to become 'self-advocates'.

'Self-advocacy' is also key to UPPID's inclusion model. It consists of getting persons with intellectual disabilities to champion their own cause, be in control and take decisions without unnecessary meddling from others, something that used to be unthinkable.

The training of 'self-advocates' has boosted the young people's self-confidence, improved their position vis-à-vis their families, and given them the courage to conduct public campaigns. Initially, it can be felt as a huge triumph to just stand up and share experience in front of fellow 'self-advocates', or to visit the local school and interact with pupils.

Although inclusion proceeds at a slow pace, the project has managed to expand the UPPID's capacity to work with inclusion and to draw positive attention to persons with intellectual disabilities in Uganda.



A group of 'self-advocates' meeting at the local school in Uganda.

Photo: Sune Barker, LEV



Information work

Information work under the Danish Disability Fund aims to disseminate knowledge of development issues and to create understanding of Danish disability organisations' participation in international development work.

Information work can boost support for your international efforts internally within your organisation and more widely within the disability movement. It can also raise your organisation's public profile. Moreover, it can draw the attention of other Danes to the participation of persons with disabilities in Denmark's development cooperation.

Include information work into project design

When you apply to the Danish Disability Fund for support for a project, up to 2% of the total budget can be allocated for relevant information work.

It is important to consider the best way to engage and inform members who do not play an active role in the development work, and how you communicate with the outside world about your project. This is why DPOD recommends that you always request 2% of the total budget for information work.

When doing so, you must describe how information efforts will enhance understanding of development issues addressed by the project and of the living conditions of persons with disabilities in your project area.

The Information Fund

The Information Fund receives applications for larger information initiatives related to your development work, thus enabling you to reach a wider target group.

It consists of unspent funds for information activities in Denmark under the Danish Disability Fund. You can read more about how to apply for larger information initiatives at international.handicap.dk. Guidelines, requirements and assessment criteria are also available at the website.



It is important to secure broad popular support for development projects financed by the Danish Disability Fund. Information work is a useful tool to this end.

Contact DPOD's international advisors, if you want advice on your information work. Contact information is available at: international.handicap.dk.



Photo: Timothy Chester

3. CONDITIONS FOR SUPPORT

An overall condition for receiving support from the Danish Disability Fund is that the project falls within the fund's purpose to organisationally enhance the disability movement and thus contribute to bringing about lasting positive change in living conditions, participation and inclusion of persons with disabilities.

THIS CHAPTER

This chapter sets out conditions to be met by all applications to the Danish Disability Fund. In addition to fulfilling the Fund's purpose and the requirements for each grant modality, all applications must fulfil two fundamental conditions:

- 1.** The applicant must be a Danish disability organisation or a Danish organisation associated with the disability movement in Denmark, and must have the capacity to implement the intervention applied for.
- 2.** The application must be drawn up in cooperation between one or more Danish disability organisations and one or more like-minded partners in the Global South.

One or more Danish disability organisations

To qualify for support from the Danish Disability Fund, the applicant must be a Danish disability organisation or a Danish organisation associated with the disability movement in Denmark.

Embedded within the organisation

It is important that the development work and concrete projects are embedded within the Danish organisation. Accordingly, you must make sure there is support from the organisation for the intervention for which you wish to apply for support. The application can be drawn up by volunteers, but the board or the secretariat of the applicant organisation must take on full responsibility for the application and for any subsequent grant.

You also need to have the human and administrative resources to implement the project or intervention. This implementation capacity must thus be described in the organisational profile, which must also account for your added value (what your organisation contributes beyond access to a financial grant from the Danish Disability Fund). If you lack the necessary capacity, you may also focus on expanding the Danish organisation's capacity to engage in development cooperation so that its work may increasingly and over time benefit persons with disabilities in the Global South.

Although a limited number of staff members and volunteers will often take on most responsibilities, you may strengthen how the development project is embedded within the organisation by involving all members and volunteers and by working systematically on

sharing lessons learned with a wider range of stakeholders. Often such lessons will not just concern technical aspects, but also more general issues, such as the relationship between staff and board, cooperation with other organisations and with local authorities. At the same time, experiences from your development cooperation can bring new inspiration to your work in Denmark.

You can also carry out information activities promoting knowledge of and support for the development work within your constituency of supporters. Read more about information work in Chapter 2.

Several applicants

If several Danish organisations apply together, including organisations outside the disability movement, you should indicate which disability organisation will take on the administrative and implementing role. It is a requirement that only one organisation undertakes overall administrative and legal responsibility for the grant and for contact with DPOD, although all parties must be actively involved in carrying out the project. If a Danish disability organisation applies together with an organisation that is not affiliated to DPOD, the DPOD member organisation should undertake responsibility for the grant and for the contract with DPOD. Read more about cooperation under the Danish Disability Fund in Chapter 1.

In partnership

All applications must be drawn up in partnership between one or several Danish organisations, of which the one featuring as the applicant has to be a disability organisation, and one or several like-minded partners in the Global South*.

The partner in the Global South

The primary partner must be an organisation or movement composed of persons with disabilities, i.e. led and run by persons with disabilities, or by parents or guardians of persons with disabilities. The organisation's mission must be to champion rights and improve living conditions of persons with disabilities, and needs to operate in conformity with the principles of the UN Convention on the Rights of Persons of Disabilities, including the principles of non-discrimination and equality between men and women, young and elderly people.

The primary partner should also be recognised as an organisation within its field of work. The legal framework varies widely from one country to another, but unlike in Denmark, where anyone can found an organisation without prior permission, many developing countries require local associations to register with national and/or local authorities. If this is not in place, an exemption can allow another organisation of persons with disabilities act as a go-between to the Danish organisation. This could be necessary when the partner is a social movement or in countries where the space for civil society is restricted.

While partners in the Global South cannot apply directly to the Danish Disability Fund, they are, in principle, responsible for implementing all activities outside Denmark. Accordingly, the case must be made that the primary partner organisation has the required capacity to carry out, monitor and administer the development project.

Long-term partnership

The Danish Disability Fund wants projects, which in their own right are limited in time and scope, to form part of long-term partnerships, since such a wider framework is better at strengthening partners, enabling them to exert more effective influence on the disability policy agenda and to achieve sustainable results and organisations. Furthermore, the long-term perspective ensures mutual understanding of each other's experience and competencies, and also of the local context. This lays the groundwork for a good partnership and for good projects. In this manner, learning can be systematised continuously across individual project activities.

* The partnership condition applies to all applications except those for: A1: Partner identification and C3: Capacity assessment.

Cooperation

In some areas, bilateral cooperation between organisations for persons with particular diagnoses in Denmark and in the Global South makes a lot of sense. In other areas, especially when it comes to political representation and advocacy, as well as the effort to inform and disseminate knowledge of rights, the disability organisations in the Global South can achieve a much stronger voice and make more headway by cooperating across different types of disabilities within the disability movement.

This must be the case in all partnerships:

- The partners share an understanding of the short-term as well as the long-term perspective of their partnership.
- Both partners take on ownership of the work.
- Development projects taking place in the Global South are aligned with the local partner's strategic priorities and the target group's needs.
- The partners document shared results, exchange experience and learn together.
- The partners support one another in exploring other relevant partners and networks to boost impact as well as organisational and financial sustainability.

Supplementary strategic partnerships

Partnering up with regional, national or local organisations and movements of persons with disabilities can be supplemented by strategic partnerships with, for instance, human rights organisations, research and media entities, national and local disability councils, organisations for persons with disabilities, relevant authorities or private businesses.

A strategic partnership will, however, always remain a supplement to the primary partnership, and will often be forged in order to benefit from the strategic partner's specialist knowledge or competencies in a certain field.

The aim could also be for the strategic partner to make sure that its own activities and services become inclusive, i.e. accessible to persons with disabilities on equal terms.

Accordingly, a strategic partner may play an active role in a development activity and may have its associated costs covered, but a strategic partner is not eligible to receive funds for salaries and administration.

4. SUPPORT MODALITIES AND ASSESSMENT CRITERIA

THIS CHAPTER

This chapter examines the various types of interventions for which support can be applied for to the Danish Disability Fund.

Firstly, the chapter presents the Danish Disability Fund's support modalities, requirements and criteria for the assessment of applications.

The Danish Disability Fund offers a range of options for international engagement. You may apply for support for projects as well as for preparatory and capacity-building interventions.

Support modalities

The Danish Disability Fund is aimed at all Danish disability organisations with an interest in international development work. This includes those run primarily by volunteers as well as those with a larger involvement of professionals, experienced as well as inexperienced organisations. The fund encompasses three categories of support modalities:

A. From concept to project in support of forging new partnerships and designing new projects.

B. Projects in support of actual international development cooperation.

C. Supportive interventions focused on various types of capacity-building with the aim of complementing existing projects and partnerships.

Although there is a certain step-by-step logic to the support modalities offered by the Danish Disability Fund, it is not mandatory to adhere to the chronology. For example, you are not required to have carried out a partner identification and a pre-study before you can apply for a small-scale project. However, if you are applying to the Danish Disability Fund for the first time, it is recommended that you begin with a partner identification or a pre-study.

Regardless of this, the more experience of international development cooperation you have, the larger the grants you are eligible to obtain. Likewise, the expectations regarding the professional quality and sustainability of your project and the capacity of your organisation rise in step with your experience and the total amount applied for. In other words, the smaller the amounts applied for the fewer the requirements.

Support modalities

		Type of intervention
A. From concept to project		
	A1	Partner identification
	A2	Pre-study
B. Projects		
	B1	Small-scale project
	B2	Medium-sized project
	B3	Large-scale project
	B4	Co-funding of project
C. Supportive interventions		
	C1	Learning and development
	C2	Training and networking activity
	C3	Capacity assessment

Objective**Maximum amount / DKK**

Finding one or several partners

* 65,000

**In the case of joint projects, it is possible to apply for an additional DKK 20,000 for each extra Danish organisation.*

Exploring potentials and developing a project

* 95,000

**In the case of joint projects, up to DKK 140,000 can be applied for.*

Exploring new areas of intervention and testing the cooperation

500,000

Implementing a larger project

3,000,000

Implementing a project on a major scale

18,000,000

Implementing a project with co-funding

2,000,000

Developing capacity and learning within the organisations

200,000

Attending courses and international networking activities, thus building capacity and experience

200,000

Obtaining an assessment of the Danish organisation's capacity

100,000

Financing requirements

It is possible to apply for the full funding required except B4: Co-funding of project. However, it is seen as a plus if the grant from the Danish Disability Fund is supplemented by other means. You are therefore encouraged to mention, in the application material, which of your own resources may contribute on top of what you are seeking from the Danish Disability Fund. Examples of your own resources could include money, the labour of volunteers, or an administrative system that is already up and running.

A ceiling is in force, limiting the total annual amount disbursed to each Danish organisation to DKK 15 million.

The Danish Disability Fund can also provide partial support towards a project, if co-funding of the total budget is applied for.

In principle, there is no limit to how many times the same organisation may apply for and be awarded a grant by the Danish Disability Fund. However, DPOD aims to enable the support of as many organisations and project groups as possible applying to the Danish Disability Fund.

Where in the world?

You can apply for support for projects in countries that are listed as eligible for official development assistance (ODA) by the donor countries organised in the Development Assistance Committee (DAC) under the Organisation of Economic Cooperation and Development (OECD). This so-called DAC List of ODA Recipients contains both low-income and middle-income countries.

When applying for an intervention in a middle-income country, it is important to describe how it will focus on reducing poverty, i.e. how the project will contribute to securing rights for poor and marginalised persons with disabilities.

Partnership activities revolving around strengthening the organisation, cooperation and

partnership may take place in Denmark, while all other types of projects should, to the extent possible, be implemented in the country of the partner.

If part of a project is to be carried out in a country different from that of the partner, this should be justified, and it will be assessed whether it is appropriate.

Get off to a good start

If you have never before been involved in a partnership with a partner from the Global South, DPOD recommends starting up with a project costing up to DKK 200,000. You may also join forces with a larger and more experienced organisation capable of guaranteeing the technical quality and of taking on formal responsibility for the project.

You are always welcome to seek help from DPOD's international advisors, who can assist directly during preparation and realisation of a partner identification, pre-study and small-scale project under DKK 500,000. Under normal circumstances a grant ceiling of maximum DKK 500,000 applies to project applications in new partnerships.

Think ahead

If you wish to apply for a project of more than DKK 500,000, you are encouraged to plan and design your cooperation with a long-term perspective.

You may, for example, reflect on future areas of intervention and outline what coming projects should include to arrive at a situation where the partner contributes to lasting positive change for persons with disabilities. What will it take for the partner to obtain sufficient capacity as well as organisational and financial sustainability to be able to carry on the results achieved through your cooperation?

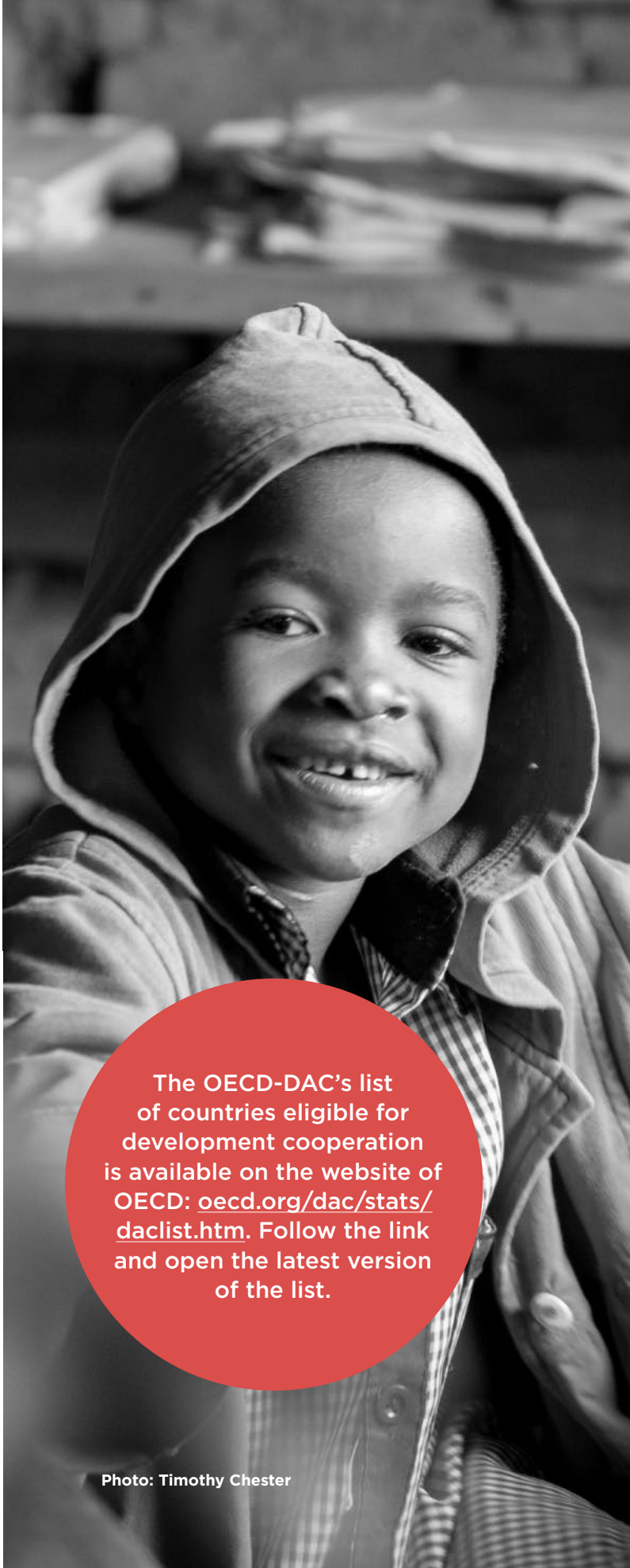


Photo: Timothy Chester

The OECD-DAC's list of countries eligible for development cooperation is available on the website of OECD: oecd.org/dac/stats/daclist.htm. Follow the link and open the latest version of the list.

DPOD is ready to help out

DPOD's international advisors can be directly involved in the preparation and realisation of a partner identification, pre-study and small-scale project costing less than DKK 500,000. They can assist with technical aspects of the project design, in the preparation of an application or as participants in the actual activity as a guide or facilitator.

DPOD can also help when it is time to systematise learning or develop a new project, formulating its objectives, outcomes, target groups and strategy.

If you want DPOD's support in relation to project activities taking place in the Global South, the following conditions apply:

- The applicant organisation assumes full responsibility for the project and does the proposal writing alongside the partner. DPOD's role is confined to facilitation and advice.
- The process begins with an agreement in which the parties' roles and expectations of one another are made clear, while DPOD and the organisations commit themselves to carrying through the process and setting aside the time required for preparation.
- The project must take place in one of DPOD's own countries of cooperation, so as to enable DPOD's participation, to the greatest extent possible, within its existing travel budget. See the list of DPOD's countries of cooperation at: international.handicap.dk.



Photo: Mike Kollöffel

Supportive interventions

In order to develop capacity and boost an ongoing partnership, you may apply for support for minor, supportive and capacity-building interventions undertaken alongside your projects. Assessment of these proposals will emphasise the intervention's relevance and the cooperating organisations' ability to embed and utilise skills, knowledge and experience generated by the intervention.

Supportive interventions may encompass strategic capacity-building of the partner or relevant learning projects. You may attach a consultant or a suitable volunteer from the Danish organisation.

Supportive interventions could also include relevant training courses and international networking activities for selected participants from the partner organisation and the Danish organisation.

Activities that form a natural part of an ongoing project, say, a monitoring visit or an evaluation, are not eligible for support.

Assessment criteria

Your application to the Danish Disability Fund is approved or rejected in light of the requirements and assessment criteria which apply for the type of intervention in question. For an application to lead to a grant, all assessment criteria must be met.

The assessment is adjusted to the scale of the intervention applied for, the experience and capacity of the organisation, as well as the context. In other words, fewer demands are in force for applications for minor interventions. Conversely, assessment criteria become more

numerous when the intervention category allows for a higher funding level, just as each assessment criterion is more strictly applied, the more money is applied for. Assessment criteria cover four areas:

- The partnership
- The intervention
- The relevance
- The sustainability

However, not all types of interventions are assessed in relation to all four areas.

The actual assessment criteria are set out in the following pages under the description of each type of intervention.

Discretionary assessments rather than rigid rules

Requirements and assessment criteria are deliberately phrased in a general manner so as to provide for flexibility in the assessment, honouring the principle of exercising discretion rather than applying rigid uniform rules. This means that the assessment takes account of the context and of specific circumstances regarding the applicant organisation and the proposed project.

One implication is that assessors may tolerate higher risks if the proposal is innovative, seeking to depart from well-trodden ground to attempt to blaze new trails. Another is that stricter requirements apply to more experienced organisations than to those that are newcomers in the field of development cooperation, even when the overall budget is the same.



Photo: Steven Achiam



A
FROM
CONCEPT TO
PROJECT



A1: Partner identification

Purpose

A partner identification makes it possible to meet one or several potential partners in the Global South, exploring the scope for forging a future partnership and project cooperation in a new country or with a new organisation.

During the partner identification, you must assess the potential partner's organisational structure, its values and visions, its economic and human capacity in terms of financial management, staff and volunteers, as well as its legal status, membership foundation and democratic governance. You should also find out

if your proposed partner is already working with other organisations and what experience this has led to.

Furthermore, a partner identification should be employed to ensure that expectations match actual possibilities regarding a future partnership, and also to discuss specific ideas for projects.

DPOD recommends that you seek advice as part of preparations for a partner identification.

Requirements

- Prior contact to the potential partner shall be confirmed, and there must be a mutual wish for cooperation.
- The partner identification shall take place in the country of the expected partner.
- A detailed programme for the partner identification shall be presented.

Funding

Up to DKK 65,000 can be applied for to finance a partner identification grant. When several Danish organisations together decide to start up cooperation in a new country, another DKK 20,000 can be applied for per additional Danish organisation to be involved in the envisaged cooperation.

The Danish Disability Fund covers travel costs and per diems of two persons from the Danish organisation, plus disability compensation, if needed. When several Danish organisations apply together, the Danish Disability Fund covers expenses for up to two persons from each organisation.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. No funding can be granted towards salaries or lost earnings in connection with a partner identification.

See more in DPOD's Financial Management Guidelines, which are available at international.handicap.dk.

ASSESSMENT CRITERIA

Partnership

- Potential for the Danish organisation's development work and for future cooperation with the partner.

Intervention

- Consistency between the objective and the programme of the partner identification, including which stakeholders you are going to meet and the chosen activities, methods and tools.



A2: Pre-study

Purpose

A pre-study enables clarification, in cooperation with one or several partner organisations, of specific elements in the preparation of a project. You may, for instance, carry out relevant analyses of the target group, context or political situation, or you may finalise the project strategy, results framework or LFA, discussing together what change you expect the project to bring about, and what milestones you expect to pass along the way during the project.

A pre-study can be useful if you are in a new partnership faced with the challenge of developing your first larger project. However, it can also be a good move to conduct a pre-study in more mature partnerships about to venture into new areas or target new groups.

The fund does not pay for pre-studies whose sole purpose is to carry out a joint proposal writing process.

Requirements

- The contents of the pre-study, say, surveys or workshops, shall be described in detail.
- A draft programme shall have been presented.
- The division of labour between the Danish organisation and the partner organisation shall be laid out.
- The process that will subsequently lead to the submission of a project application shall be described.
- The partner organisation must have the capacity to implement the envisaged future project.

Funding

A pre-study can be supported with up to DKK 95,000. Several Danish organisations applying together for a pre-study for a joint project, can apply for up to DKK 140,000.

The Danish Disability Fund covers travel costs and per diems of two persons from the Danish organisation, plus disability compensation and salary, if needed. When several Danish organisations apply together, expenses for up

to two persons from each organisation can be covered.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work.

See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Partnership

- The Danish organisation's track record of managing any previous or current development projects.
- Consistency with the Danish organisation's strategic priorities.
- The Danish organisation's capacity to provide professional and organisational inputs to the partner and to the issues addressed by the envisaged future project.
- The partner organisation's active participation in preparing and carrying out the pre-study, including involvement of members and volunteers.
- The partner organisation's capacity to implement a project on the scale envisaged.

Intervention

- The likelihood that methods and activities chosen will pave the way for finalising a project application that conforms to the purpose and requirements of the Danish Disability Fund.

Relevance

- The pre-study's relevance to the future project, including the issues and opportunities that you envisage.



Photo: Timothy Chester



B
PROJECTS



B1: Small-scale project

Purpose

A small-scale project can facilitate testing your cooperation on a minor project, conducting joint rights campaigns or venturing into new fields or methods of work. A small-scale project may also focus on strengthening relations with the partner and other actors, or it could serve to carry out partnership activities involving several partners and interventions in the Global South.

A small-scale project is suitable for organisations that have only limited engagement in international work, is volunteer-based or new to the Danish Disability Fund, as well as for more experienced organisations wishing to try out new intervention areas or starting up cooperation in a new country or with a new partner.

Requirements

- The partner organisation must have ownership of the project concept.
- The partner organisation's capacity and annual turnover must match the project's level of ambition.

In general, applications for small-scale projects are subject to few technical requirements. If you are requesting less than DKK 200,000, there will be even greater scope for experimentation and greater risk tolerance in the assessment.

Funding

Small-scale projects can receive grants of up to DKK 500,000. As part of the project, you may apply for disability compensation and salaries, as well coverage of project visits.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Partnership

- The Danish organisation's added value in terms of its professional or organisational contribution to the project.
- The partner organisation's active participation, including by volunteers, in preparing and implementing the project.
- The partner organisation's experience and capacity to implement the project.

Intervention

- Coherence between desired change, tangible outputs, and the project strategy.
- The relevance and composition of target groups, i.e. age, gender, disability, social group or other identities.

- The strategy for gathering and disseminating experience and results.
- Match between the size of the target group, expected results, voluntary labour input, and total spending, including on travel, salaries and other recurrent costs.

Relevance

- The project's relevance in view of the context, including the issues and opportunities that you envisage.



B2: Medium-sized project

Purpose

A medium-sized project makes it possible to carry out a major and long-lasting intervention, and to work systematically with capacity-building, empowerment and advocacy. Here you may draw on previous experience with the same partner organisation. A medium-sized project is expected to bring about change that endures beyond the project period.

An application for a medium-sized project should convey a good understanding of the context and of major stakeholders within the field concerned. Furthermore, the proposal presented in the application must match the experience and professional capacity of your organisations.

Requirements

- A results framework must be drawn up, e.g. an LFA matrix, listing detailed short-term and long-term goals. The framework should also contain project indicators and milestones to enable systematisation and utilisation of lessons learned in the course of the project.
- The partner organisation's capacity and annual turnover shall match the project's level of ambition.
- The partner organisation shall have ownership of the project.

- The application should incorporate reflections on different phases of the project and partnership, including a gradual phase-out of Danish funding in order to avoid inappropriate dependency after project completion and the cooperation possibly finalised.
- You shall document experience of international development cooperation through a previous project.
- Applications for more than DKK 1 million must include plans for project evaluation.

Funding

Medium-sized projects can receive grants from DKK 500,000 to 3 million. As part of the project, you may apply for disability compensation, salaries and coverage of evaluation costs as well as project visits.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

Note that special procedures apply in the case of applications for more than DKK 1 million. Read more about the application and assessment procedure in Chapter 5.

ASSESSMENT CRITERIA

Partnership

- Consistency with the strategic priorities of the Danish organisation.
- The Danish organisation's capacity to provide, within the framework of an established partnership, professional and organisational inputs to the partner and to issues addressed by the project.
- The Danish organisation's track record of managing previous and current development projects financed by the Danish Disability Fund.
- The partners' active participation in preparing the project and an appropriate division of labour and responsibilities in relation to project implementation.
- The partner organisation's strategic priorities and capacity to implement a project on the scale envisaged.

Intervention

- Composition and size of target groups, including rights holders and duty bearers, distribution by age, gender, disability type, social group or other identities, as well as the level of their involvement and influence on project implementation.
- Match between the desired change and tangible outputs, as well as the quality of indicators used to measure compliance with project objectives.
- Coherence of the strategy and the likelihood that the methods and activities chosen will contribute to achieving the listed objectives in the short and the long term.
- Coherence and balance between capacity building, empowerment, advocacy and strategic service delivery (the Development Triangle+)
- Assessment of risk factors that may hinder or delay realisation of the project's objectives.

- Approach to monitoring and evaluation, including documentation of experience and lessons learned, as well as dissemination of results.
- Match between size of target group, the project's short- and long-term results and total cost level in view of the context and relevant disability-specific factors.
- Appropriateness of envisaged level of spending on operational costs, travel and salaries in both the Global South and Denmark.

Relevance

- Project relevance in view of the context, including disability-specific issues, opportunities and political priorities.
- Project relevance in light of any previous results and experience from cooperation between the Danish organisation and the partner organisation.

Sustainability

- The partner organisation's capacity - including its financial and human resources - to maintain or deepen the changes achieved upon project completion, and to embed the project's results and experience in its secretariat and among its volunteers.



B3: Large-scale project

Purpose

A large-scale project makes it possible to carry out a major and long-lasting intervention, and to work systematically with capacity-building, empowerment and advocacy, drawing on previous experience with the same partner organisation.

A large-scale project shall bring about change that is sustainable beyond the project period. An intervention of this category requires extensive professional capacity in the fields of disability and development work, and it will typically be a good idea to enter into cooperation with several other organisations, both in Denmark and in the partner's country.

An application for a large-scale project is expected to convey a thorough understanding of the context and of major stakeholders within the field addressed. Furthermore, there should be significant experience of cooperating with the partner within the framework of a well-established partnership. The proposal presented in the application must match the experience and professional capacity of your organisations.

Requirements

- A results framework shall be drawn up, for instance an LFA matrix, listing detailed short-term and long-term goals, as well as indicators and milestones for the project.
- The partner organisation's capacity and annual turnover shall match the project's level of ambition.
- The application shall present reflections on the partnership and the various phases of

the project, including a gradual phase-out of Danish funding in order to avoid dependency after the project has been completed and the cooperation possibly finalised.

- You must have well-documented experience of externally funded international development cooperation. Thus, you need to present an external mid-term review or final evaluation of a previous development project assessing results and significant experience gained.
- The project shall be subject to an external evaluation. In the case of projects with budgets amounting to more than DKK 5 million, you must plan for both a mid-term review and a final evaluation, of which at least one must be external.
- In the case of projects costing more than DKK 5 million, the Danish organisation must have undergone a capacity assessment within the past five years.

Funding

Large-scale projects can receive grants from DKK 3 million to 18 million. As part of the project, you may apply for disability compensation, salaries and coverage of evaluation costs as well as project visits. Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

Note that special procedures apply in the case of applications for more than DKK 5 million. Read more about application and assessment procedures in Chapter 5.

ASSESSMENT CRITERIA

Partnership

- The Danish organisation's experience in the country of cooperation and with the partner and target group concerned.
- Consistency with the strategic priorities of the Danish organisation.
- Capacity of the Danish organisation to provide professional and organisational inputs to the partner and to the issues addressed by the project.
- The Danish organisation's track record of managing previous and ongoing development projects financed by the Danish Disability Fund.
- The partners' active participation in preparing the project and an appropriate division of roles and responsibilities in relation to project implementation.
- Strategic priorities of the partner organisation, prior experience and capacity to implement a project on the scale envisaged.

Intervention

- Composition and size of target groups, including rights holders and duty bearers, distribution by age, gender, disability type, social group or other identities, as well as the level of their involvement and influence on project implementation.
- Match between the desired change and tangible outputs, as well as the quality of indicators used to measure compliance.
- Coherence of the strategy and the likelihood that the methods and activities chosen will contribute to reaching the listed objectives in the short and the long term.
- Coherence and balance between capacity building, empowerment, advocacy and strategic service delivery (the Development Triangle+).

- Risk assessment of conditions that may hinder or delay realisation of the project's objectives, as well as the plan to manage any such risks.
- Approach to monitoring and evaluation, including documentation of experience and lessons learned, as well as dissemination of results.
- Match between the target group's size, the project's short-term and long-term results and total cost level in view of the context and relevant disability-specific factors.
- Appropriateness of envisaged level of spending on recurrent costs, travel and salaries in both the Global South and Denmark.

Relevance

- Project relevance in view of the context, including disability-specific issues, opportunities and political priorities.
- Project relevance in light of any previous results and experience from cooperation between the Danish organisation and the partner.

Sustainability

- The likelihood that the project leads to a continued strengthening of the partner organisation and lasting improvements for persons with disabilities.
- The partner organisation's capacity – including its financial and human resources – to maintain or deepen the changes achieved upon project completion, and to embed project results and experience in its secretariat and among its volunteers.



B4: Co-funding of project

Purpose

Co-funding of a project makes it possible to obtain a grant for international development work sponsored by donors who require own-financing, e.g. the EU. Co-funding of a project also enables cooperation with organisations outside the disability movement, with each organisation contributing funds towards a joint project.

Applications for co-funding can be submitted throughout the year and thus concurrent with

the main application being submitted to the primary donor in the event that the grant from the Danish Disability Fund is intended to count as own-financing.

If the primary donor's application process contains a first stage of submitting a concept note, you may apply for co-funding on the basis of the concept note.

If the project involves several partners in the Global South, at least one needs to be an organisation or movement that is *composed of*

persons with disabilities, and whose mission it is to champion rights and improve living conditions of persons with disabilities.

In principle, the Danish disability organisation should be the lead organisation as far as a disability component is concerned.

Applications for co-funding deemed worthy of support are awarded a grant commitment in advance, whereas the actual Danish Disability Fund grant is not disbursed until the primary donor or the partner has given its final approval. It is incumbent upon the Danish disability organisation to inform DPOD to this effect.

Requirements

- You must previously have received and implemented a grant of a similar nature under the Danish Disability Fund, or have implemented an equivalent project with

reporting requirements matching those of DPOD or the Ministry of Foreign Affairs of Denmark.

Funding

It is possible to apply for co-funding of up to DKK 2 million. The grant from the Danish Disability Fund cannot exceed 25% of the total budget. The total budget has no upper limit. As part of the project, you may apply for coverage of project visits, as well as for disability compensation, salaries and evaluation costs.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Partnership

- The Danish disability organisation's added value in terms of professional and organisational inputs to the project.

Intervention

- Whether the project fundamentally adheres to The Danish Disability Fund's standards for projects of a similar size regarding professionalism in development cooperation and quality in project design.

- Match between the size of the target group, the project's expected short-term and long-term results and total cost levels.

Relevance

- Whether the intervention applied for contributes towards pursuing the purpose of the Danish Disability Fund.



Photo: Mike Kollóffel



C

SUPPORTIVE
INTER-
VENTIONS



C1: Learning and development

Purpose

Learning and development of capacity within the partnership aim to strengthen the cooperating organisations' democratic workings, organisational robustness and political impact. The purpose could also be to boost joint strategising across partners and projects. The goal is for the organisations to remain relevant to their members and capable of delivering up-to-date, effective and strategically well-crafted projects and other interventions benefitting a wider target group of persons with disabilities.

Interventions can be of short or long duration and can be implemented with one or several partners at the same time. Only in exceptional cases is it permitted to apply for capacity development and learning support several times for the same partner within a given project period.

It is possible to contract a professional consultant for a task of a clearly defined scope, if there is a need to incorporate knowledge in a particular field. Volunteers can also be posted abroad on short-term assignments in order to foster mutual learning, professional exchange and policy work within the field of disability.

In the drive to involve more and new volunteers in project cooperation and to embed the international work more firmly in the Danish organisation, you may apply for funding of a new volunteer or another relevant person from the Danish organisation to take part in a project visit alongside a more experienced volunteer or consultant, so as to provide a good introduction to the project and an understanding of the context in the Global South.

In principle, funding cannot be granted towards activities already forming an obvious part of a project, such as monitoring visits and evaluation activities.

Requirements

- There shall be an ongoing and active partnership between the Danish organisation and the partner organisation. In principle, this means that, over the past two years, joint projects and activities must have been carried out with financing from the Danish Disability Fund or equivalent entities, or with substantial own-funding.
- There should be a foundation and specific plans for deepening the partnership.
- The objective of the intervention shall be clearly defined and demarcated.
- The intervention should, to the extent possible, be carried out in the partner country and either supplement ongoing or recently finalised projects or lay the ground for future interventions.
- The intervention shall be justified by the current context and a specific strategic, capacity or learning need within the partnership.

- Acquired capacity and learning shall realistically be embedded in the partnership and subsequently utilised, for example, by the organisation's governing body, secretariat or volunteers, in activities for members or as part of advocacy.
- Consultants, employees or volunteers posted abroad must have the necessary qualifications and mandate to accomplish their assignment.

Funding

Interventions focused on learning and development can receive a grant of up to DKK 200,000. Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Partnership

- The Danish disability organisation's added value in terms of professional and organisational inputs to the project.
- Both organisations' active participation in preparing and carrying out the intervention, including an appropriate division of roles and responsibilities.

Intervention

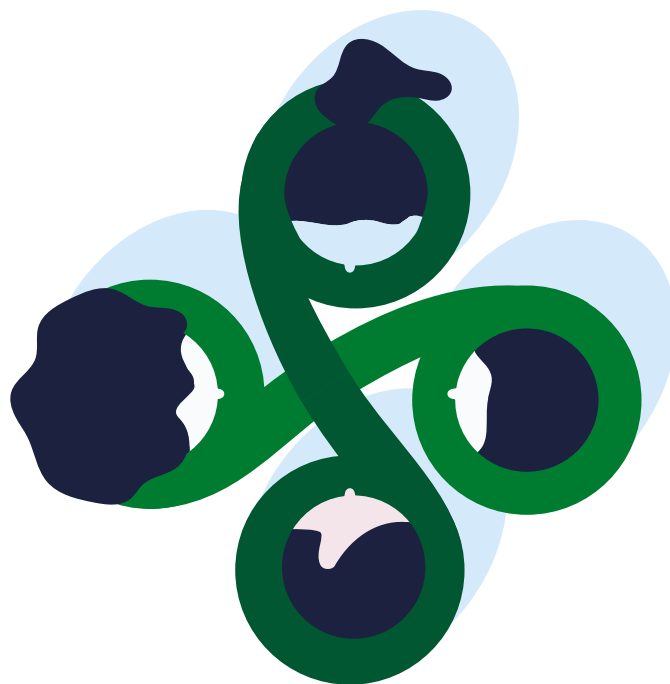
- Match between the intervention and other activities within the partnership.
- Likelihood of achieving the objectives of the intervention.
- Match between target group, actual intervention and total cost levels.
- Plan for systematisation and documentation of specific results and learning.

Relevance

- Extent to which the intervention is embedded in the organisation and justified in a well-founded need for learning or development of capacity or strategy.
- Relevance to the projects or partnership which the intervention is intended to bolster.

Sustainability

- Both organisations' scope for embedding and utilising newly acquired capacity and learning so that effects go beyond the actual intervention.



C2: Training and networking activity

Purpose

Support to training courses and international networking activities aims to build relevant capacity within the partner or the Danish organisation. One-off training courses or a series of courses enable selected persons to acquire skills relevant to development work, while international networking activities enable selected persons to attend international summits, conferences and seminars for the exchange of experience on issues relevant to disability policy or poverty reduction.

Attending courses and networking activities is not an end in itself, but must serve as a means to build professional capacity and experience within the organisations. This makes it important to reflect on who exactly should take part. Through their position within the organisation or given their prior skills and experience, participants shall be able to bring new skills,

knowledge and inspiration into play in their organisation, for example, through new organisational initiatives, new activities for members, new forms of advocacy initiatives or perhaps new partnerships.

Training programmes and networking activities are often costly to take part in, which makes it important to consider cost-efficiency and relevance of the intervention. Thus, applicants shall reflect on how resources spent will contribute to bringing about lasting positive change at the organisational level and in the work for persons with disabilities.

To the extent possible, courses should be held in the home country of participants, including in Denmark as far as the Danish organisations are concerned, whereas the location of networking activities depends on the meeting, workshop etc. in question.

In the case of networking activities, you may, if relevant, request support for representatives from the partner organisation being accompanied by an experienced and professionally competent person from the Danish organisation, who can provide advice and guidance in the course of the activity.

Requirements

- You shall have an active partnership in place. In principle, this means that, over the past two years, joint activities should have been carried out with financing from the Danish Disability Fund or equivalent entities, or with substantial own-funding.
- There should be a foundation and specific plans for deepening the partnership.
- Contents of the course or networking activity shall be described in detail.
- The application shall explain criteria for selection of participants and preparatory activities to be carried out prior to attending a course or networking activity.

- There should be a clear description of participant roles before, during and after the course or networking activity, and you need to make a case for their qualifications and relevance as regards the activity.

Specifically for courses:

- In the case of courses of a longer duration, the CVs of selected participants shall be annexed to the application.

Funding

A course or an international networking activity can receive a grant of up to DKK 200,000.

Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Intervention

- Likelihood that attending the course or networking activity contributes to building relevant capacity.
- Match between number of participants and total costs in view of new skills, knowledge and inspiration anticipated.
- Plan for systematisation and documentation of specific results and learning.

Relevance

- Process for selecting participants, participant positions in the organisation, and their capacity and chances of

applying their new skills, knowledge and inspiration in the organisation.

- Whether the intervention is embedded within the organisation, reflects a genuine need or a new development opportunity, and is consistent with the organisation's strategic priorities.

Sustainability

- The likelihood that the organisations incorporate and apply the knowledge and inspiration acquired through the intervention so that effects go beyond the actual course or networking activity.



C3: Capacity assessment

Purpose

A capacity assessment makes it possible to systematically consider how well the Danish organisation is equipped to engage in international development cooperation.

The initiative for a capacity assessment may come from the Danish organisation itself in the context of its long-term strategic development or change process, or when the Granting Committee under the Danish Disability Fund requires this as a precondition for assessing an application.

For the Danish organisation to apply on its own for funding of a capacity assessment, it shall present a growth scenario in which either the

scale or the number of projects is increasing. It may be a good idea to request a capacity assessment if, for instance, you wish to start up major development projects, have several ongoing major projects or a substantial annual turnover of development cooperation funds.

The Granting Committee of the Danish Disability Fund may also demand a capacity assessment prior to the scheduled submission of new applications, if it is considered appropriate to obtain an overall capacity assessment of the Danish organisation. This could be the case, for instance, when significant changes are going on in the Danish organisation, in the number of partners and interventions, or when the organisation's capacity seems uncertain.

Requirements

- The capacity assessment shall be performed by an external consultant appointed either by the organisation itself or by DPOD, and who conducts the assignment in close cooperation with the organisation concerned.
- If the organisation itself wishes to commission a capacity assessment, a brief application should state the reasons. If the capacity assessment is required as a precondition for a Danish Disability Fund grant, it is sufficient to fill out a cover page with practical information.
- Terms of Reference (ToR) for the capacity assessment shall be drawn up in cooperation between the Danish organisation and DPOD, and annexed to the application.

Funding

A capacity assessment can receive a grant of up to DKK 100,000. Within the overall budget, you may apply for 7% of total costs for administration and 2% for information work. See more in DPOD's Financial Management Guidelines, which are available at: international.handicap.dk.

ASSESSMENT CRITERIA

Intervention

- Quality of Terms of Reference (ToR), including the likelihood that the assignment described will lead to a competent and fair assessment of the organisation's capacity for development cooperation.

Relevance

- Whether the assessment reflects a genuine need and matches the organisation's situation and possibly its strategic priorities.



If you have never before applied to the Danish Disability Fund, and if you want an assessment of your organisational capacity to engage in international development cooperation, DPOD can help you perform an internal capacity assessment. Contact DPOD's international advisors to find out more.

Disability compensation


You may apply for disability compensation from the Danish Disability Fund to cover additional costs associated with bringing along personal helpers, sign language interpreters, special transport and other aids required for the Danish disability organisation's active participation in the implementation of a project or another intervention.

You may also apply for disability compensation in connection with project-related information work in Denmark or for additional costs of attending courses or networking activities.

As a rule of thumb, disability compensation should be applied for as an integral part of an intervention. However, spending on disability compensation does not count towards the maximum amounts for the various support modalities. It is also possible to apply for unforeseen expenditure on disability compensation in the course of a project, if the need arises.

If you apply for unforeseen disability compensation, DPOD's standard form for this purpose shall be used, available at international.handicap.dk. Here you can also find DPOD's Financial Management Guidelines, which explain more about disability compensation.

Note that disability compensation for the partner organisation shall always be applied for as an integral part of the intervention and must relate to specific activities.



At international.handicap.dk you may find DPOD's Financial Management Guidelines, which explain more about disability compensation.



Photo: Steven Achiam

Salary costs

The Danish Disability Fund may cover wage costs within the Danish organisation as well as the partner organisation. Various requirements apply to this effect, just as eligibility varies by type of intervention.

The Danish organisation

You may apply for coverage of activity-specific consultancy costs within the Danish organisation, to be delivered by staff or volunteers, in relation to all types of intervention except A1: Partner identification. The salaried person shall have a relevant professional background.

Activity-specific consultancy costs may be justified by, for instance, the partner's need for professional support, advice and capacity building, a need for coordination or monitoring of activities, strategic development, participation of resource persons or information activities.

If you apply for coverage of salaries in the Danish organisation, you are required to describe what, how and for what purpose the employee is going to contribute, and what the hourly rate is. Basically, this information must be set out in detailed Terms of Reference (ToR). Note that real wage costs cannot exceed Danida's annually adjusted rates.

If you are contracting a consultant, the CV shall be annexed along with detailed Terms of Reference (ToR).

The partner organisation

In principle, eligibility for coverage of the partner's salaries is confined to all intervention types under category B, i.e. small-scale, medium-sized and large-scale projects, and B4: Co-funding of projects. If you apply for salaries for the partner, the following must be included in the budget and specified for each position:

- Title of position
- Number of months
- Salary package
- Percentage of position financed by the project
- Other relevant personnel costs.



Learn more about salaries in the Danish organisation and in the partner organisation in DPOD's Financial Management Guidelines. The guidelines are available at international.handicap.dk.

Evaluation requirements

When applying to the Danish Disability Fund for more than DKK 500,000, you have to abide to a series of requirements regarding documentation of results and learning. The aim is to ensure solid documentation and systematisation of learning. Requirements also apply to documentation of a previous project, since a new intervention shall be based on prior experience and learning. Other requirements concern documentation to be contained in the application and produced in the course of the project applied for.

Documentation of a previous project

You need to document experience of international development work through a previous project. Documentation requirements increase in line with the size of the grant applied for:

- **DKK 500,000-1 million:** There must be an **internal** mid-term review or completion report for a previous project **reflecting** upon results achieved and upon significant experience.
- **DKK 1-3 million:** As a minimum, there must be an **internal** mid-term review or a final evaluation of a previous project **assessing** results achieved and **reflects** on significant experience.
- **Over DKK 3 million:** There must be an **external** mid-term review or a final evaluation of a previous project **assessing** results achieved and their efficiency, and **reflects** on significant experience.

Documentation in the project applied for

Applications for more than DKK 1 million shall contain plans for project evaluation. Requirements increase in step with size of the grant applied for:

- **DKK 1-3 million:** As a minimum, an **internal** mid-term review or final evaluation must be conducted.
- **DKK 3-5 million:** As a minimum, an **external** mid-term review or final evaluation must be conducted.
- **Over DKK 5 million:** A mid-term review as well as a final evaluation shall be conducted, at least one of which must be **external**.

Costs of these exercises shall be entered into the budget, and subsequent evaluation reports shall be made publicly available.

5. APPLICATION AND ASSESSMENT PROCEDURE

THIS CHAPTER

This chapter briefly describes the procedure for assessing applications to the Danish Disability Fund.

Assessment procedure

After an application has been submitted, DPOD confirms receipt and checks whether it complies with basic formalities as indicated in the application form.

The application is then forwarded to one of DPOD's granting consultants, who carry out a professional assessment based on the guidelines for the Danish Disability Fund.

If the need for complementary information arises in the course of the assessment, you will be contacted directly by the granting consultant.

After completing the assessment, the granting consultant submits a grant note to DPOD's Granting Committee, presenting a written opinion on the application and a recommendation for approval or rejection.

The Granting Committee is composed of representatives of DPOD member organisations engaged in international cooperation, as well as external resource persons from other organisations with experience of managing funds for international work.

The Granting Committee takes its decision based on the application and the granting consultant's assessment. The committee's judgment is final. The Granting Committee's reply to the application is sent by email and should be shared with the partner organisation.

Only for applications exceeding DKK 1 million

The Ministry of Foreign Affairs of Denmark requires all applications of more than DKK 1 million to be screened by a relevant Danish embassy. It can be helpful for you to inform the Danish embassy that an application is in the pipeline, but it is DPOD that informs the relevant Danish embassy about your application with a view to obtaining possible comments.

Only for applications exceeding DKK 5 million

Applications exceeding DKK 5 million require final approval by the Ministry of Foreign Affairs of Denmark. These applications go through the same procedure as other applications to the Danish Disability Fund, but are then forwarded to the ministry if the Granting Committee finds it worthy of approval.

Any comments from the Ministry of Foreign Affairs of Denmark will be written in the response letter along with the assessment of the Granting Committee.

Assessment time

Applications for interventions amounting to less than DKK 500,000 do not need to await the regular meetings of the Grant Committee but can be submitted throughout the year with a standard processing time of no longer than four weeks. The same applies to budget modifications.

Applications for projects exceeding DKK 500,000 and up to DKK 5 million normally take seven to eight weeks to assess, starting from the closing date for submissions which can be found on the website.

Applications for more than DKK 5 million are assessed by the Ministry of Foreign Affairs of Denmark, which prolongs the assessment time by another three to six weeks.

Read more about the application- and assessment procedure at: international.handicap.dk.

6.

NEXT STEPS

THIS CHAPTER

This chapter describes what you must do after awarded grant from the Danish Disability Fund. When your application has been approved, you must sign a contract with DPOD, and enter into an agreement with an auditor. Moreover, you should enter into an agreement with your partner in the Global South, if you are planning to transfer funds to them. This chapter also contains good advice on how to administer the grant and track the project's progress and spending.

Contract with DPOD

After awarding you a grant, DPOD sends you a contract. By signing the contract with DPOD, you commit yourselves as grantees to:

- implement the project in conformity with the approved application;
- comply with the Danish Disability Fund's guidelines and Financial Management Guidelines, as well as DPOD's Anti-Corruption Code of Conduct;
- stay informed on any changes in the guidelines at international.handicap.dk;
- make sure your partner is aware of and lives up to these requirements and guidelines;
- supervise your partner and its administration of project funds, and be available for DPOD project monitoring.

Written agreements in the partnership

After a project grant has been approved, a project agreement must be drawn up in case you are going to transfer funds to your partner. DPOD shall receive a copy of this agreement.

In addition to the project agreement, DPOD recommends that you also draw up a wider partnership agreement for the purposes of guiding your partnership beyond the project period.

Written agreement with an auditor

You must enter into an agreement with the auditor responsible for auditing your final accounts, and DPOD shall receive a copy of this agreement.

It is a good idea to make the agreement with the auditor while drawing up the application and budget. Always remember to set aside funds for auditing in the budget.

All interventions will have their accounts audited, but different requirements apply depending on the amount of the grant. Those of less than DKK 500,000 do not have to be audited separately, but can form part of the Danish organisation's annual accounts with the same level of itemisation as the intervention budget.

Read more about audits in DPOD's Financial Management Guidelines or in DPOD's accounting and audit instructions, which are available at: international.handicap.dk.



Grants from the Danish Disability Fund are subject to the guidelines of the Ministry of Foreign Affairs of Denmark and the Auditor-General of Denmark (*Rigsrevisionen*) for administration of grants. Accordingly, a number of requirements apply to the administration and monitoring of a grant from the Danish Disability Fund, and to the reporting to DPOD. Read more at: international.handicap.dk.

Monitoring, evaluation and reporting

Being awarded a grant through the Danish Disability Fund entails obligations regarding monitoring, evaluation and reporting on the intervention. The partner in the Global South is responsible for day-to-day implementation of the project, while the Danish organisation is responsible for monitoring the project's progress and financial management on an ongoing basis.

The most important project monitoring tools are:

- **a monitoring plan** for the information to be gathered during the project, as well as how, with what frequency and who is responsible for doing it;
- **continuous follow-up to work plans and budgets** (DPOD recommends that the partner organisation reports to the Danish organisation every three months);
- **monitoring visits, at least once a year**, which are used to look at the results and experience of the past year together, assessing whether there are any needs for adjustments;
- **an internal or external evaluation** either half-way through or at the end, depending on the scale of the project (see also evaluation requirements in Chapter 4);
- **a completion report to be submitted to DPOD**, which systematises results and learning from the project, and reports on cross-cutting indicators that are used to monitor how the Danish Disability Fund's projects contribute towards meeting the UN Sustainable Development Goals (to be drawn up in DPOD's standard format).

In the case of B2: Medium-sized projects and B3: Large-scale projects, an annual progress report shall also be submitted. In the case of B1: Small-scale projects, a reflection meeting is held with your DPOD advisor.

Good administrative practices

DPOD wants the Danish Disability Fund to be based on good administrative practices, which are characterised by transparency, accountability and a low cost level.

Therefore, as Danish Disability Fund grantees, you shall be transparent and accountable to one another, to partners in the Global South, and to other relevant stakeholders. Such transparency and accountability shall apply to processes, results and challenges related to grants from the Danish Disability Fund. It involves willingness to share knowledge and experience with others in order to promote mutual learning and professionalism.

Moreover, it is incumbent on you to ensure that the funds are administered responsibly, which you can ascertain during monitoring visits.

Corruption prevention

As Danish Disability Fund grantees, you are responsible for making sure that the spending of funds does not give rise to any corrupt or irregular conduct by yourself, your partner organisation, its members, volunteers or staff.

If irregularities are detected or if you have suspicion of abuse of power or resources during implementation of the project, it is your duty to contact DPOD immediately. In this regard, a zero-tolerance policy is in force. DPOD will guide you in how to go about it and report your suspicion.

When you sign the contract with DPOD, you commit yourselves to abiding by the Ministry of Foreign Affairs of Denmark's Anti-Corruption Clause and DPOD's Anti-Corruption Code of Conduct.

Obtain more information and guidance on the administration of grants from the Danish Disability Fund at international.handicap.dk. Help is also at hand from DPOD's international advisors.

Glossary

A

Advocacy

Advocacy is a strategically planned and systematic effort aimed at exerting influence on a given matter – frequently national legislation and its enforcement – and thus creating lasting positive change in society and among persons with disability.

Assessment criteria

The Granting Committee and the granting consultants use these criteria to assess incoming applications. They have been drawn up for each type of intervention and articulate in more details the broader purpose and requirements of the Danish Disability Fund.

B

Budget

A budget sets out the estimated amounts and grand total that are expected to be spent during an intervention. It is mandatory to use DPOD's standard budget format, which is available at: international.handicap.dk.

C

Capacity building

Capacity building is about building capacity and skills within organisations or target groups so as to enable them to carry out activities and interventions.

Civil society

Civil society is separate from the state and the market. It covers a wide array of formal and informal organisations and networks.

Contract with DPOD

Once the Danish disability organisation has awarded a grant from the Danish Disability Fund, it must sign a contract with DPOD for the

funds to be disbursed. The contract lays down the obligations of the Danish organisation as a Danish Disability Fund grantee.

Convention on the Rights of Persons with Disabilities (CRPD), the UN

The UN Convention on the Rights of Persons with Disabilities protects persons with disabilities and aims to ensure that they have the same opportunities as everyone else. Its acronym is CRPD. It was unanimously adopted by the United Nations General Assembly in 2006.

Corruption

The Danish Disability Fund understands corruption as abuse of power or resources for personal gain. It covers fraud, corrupt conduct and practice, misuse of funds, serious irregularities, acceptance of gifts and favours that are more than symbolic, as well as obscuring or omitting relevant information. Read more in DPOD's Anti-Corruption Code of Conduct, which is available at: international.handicap.dk.

D

DAC List of ODA Recipients

This list contains all developing countries and is compiled and updated by the Development Assistance Committee (DAC) of the OECD. It encompasses least-developed countries, low-income and middle-income countries.

Danida (Danish International Development Assistance)

Danida is the term used for Denmark's development cooperation, which is an area of activity under the Ministry of Foreign Affairs of Denmark.

Disability

Persons with disabilities are those with long-term physical, mental, intellectual or sensory functional impairment, which – given various

barriers – can prevent them from participating fully and effectively in society on an equal footing with others.

Disability compensation

Disability compensation describes additional costs associated with disability, e.g. bringing along a personal helper, sign language interpreter, special transportation and other aids needed for active participation in the implementation of a project or another intervention. Disability compensation is applied for as an integral part of an intervention, but if the need arises, it is possible to apply for coverage of unforeseen spending on disability compensation.

Duty bearers

Duty bearers are states or state entities, e.g. public institutions, authorities or local governments at various geographical levels with the duty to promote, uphold and fulfil rights.

E

Empowerment

This concept covers the development of personal competencies and skills that give human beings the ability to gain control over and assume responsibility for their own lives and situations, and to demand their rights, for instance in relation to family, workplace and political influence.

Evaluation

An evaluation is a systematic examination of the results achieved by a project in view of its planned objectives and expected outputs. The evaluation can take place in the middle (mid-term review) and at the end (final evaluation) of a project. Read more about this in DPOD's Monitoring and Evaluation Manual at: international.handicap.dk.

G

Granting Committee

The Granting Committee assesses incoming applications submitted to the Danish Disability

Fund. It is composed of representatives of DPOD's member organisations engaged in international cooperation and external resource persons with experience from other organisations. Decisions of the Granting Committee are final.

Granting consultant

The Danish Disability Fund has hired external granting consultants. Against the background of their long-standing experience of development work, the consultants assess incoming applications professionally, and draw up a note presenting their assessments and recommendations to the Granting Committee.

H

Human rights

The internationally recognised human rights are intended to secure fundamental rights and freedoms for all people, and are hence universal. Human rights are enshrined in UN conventions, e.g. the Universal Declaration of Human Rights from 1948 and the UN Convention on the Rights of Persons with Disabilities from 2006.

I

Information work

Information work in Denmark serves to secure popular engagement in the Danish organisation's international development work. It may include presentations for the organisation's members and others, campaigns or posts on social media, articles in local and national media, and the like. Information work can serve to attract support for international engagements internally within the organisation and also help raise the wider public profile of the organisation and its work.

L

Logical Framework Approach (LFA)

LFA is a method used to plan a project in a logical and problem-oriented manner. It is often used in international projects.

M

Mainstreaming

Mainstreaming covers approaches used to achieve full inclusion, i.e. making it possible for persons with disabilities to realise our right to participate fully and completely in all activities on an equal footing with persons without disabilities. It involves a systematic endeavour to address differences in circumstances, situations and needs among particularly vulnerable groups in all policies and programmes in terms of planning, implementation, monitoring and evaluation.

Monitoring

Monitoring refers to continuously and systematically noting and reporting on project activities and outputs. Monitoring enables adjustment and improvement of a project along the way. Read more in DPOD's Monitoring and Evaluation Manual at: international.handicap.dk.

O

Objectives, immediate/long-term

A project's objectives constitute the change that the project sets out to achieve or contribute towards. A distinction is made between immediate objectives and more long-term development objectives. An immediate objective refers to what the project designers intend to achieve upon completion. This can be a new or changed situation. The long-term objective is the change or development over time that the project is meant to contribute towards.

Organisational profile

The organisational profile is drawn up when applying to the Danish Disability Fund and contains information on the Danish organisation and its capacity, experience and added value in international development cooperation. The organisational profile must be updated annually.

Organisational development

This concept covers processes aimed at bringing about a lasting positive change within an organisation. For example, it can refer to

building democratic structures, developing new strategies, launching training programmes, recruiting new members or strengthening the organisation's capacity to conduct competent advocacy and organise persons with disabilities efficiently. Organisational development and capacity building are often used synonymously about the process of change in which organisations strengthen, adjust and sustain their capacity.

Outputs

Outputs are the results or gains produced by a project. Some examples of outputs are knowledge, capacity or events that are expected to have taken place at the end of the intervention.

P

Partnership

To the Danish Disability Fund, a partnership means two or several disability organisations entering into long-term cooperation based on shared interests as well as mutual accountability and respect.

Partnership agreement

A partnership agreement is a written document that serves to guide the partnership beyond a certain project period. DPOD recommends that the Danish organisation and its partner organisation draw up a partnership agreement which puts the partners' expectations of one another in writing, along with important aspects of their cooperation.

Partner profile

The partner profile contains relevant information about the partner organisation, including the organisation's mission, number of members, main target group and activities, and relevant partners.

Popular Danish engagement in development cooperation

The Danish Disability Fund understands this concept as international development efforts being firmly rooted both in the Danish

organisation and in the wider Danish public. In the context of a project, it means that the organisation assumes ownership of the intervention, that many people from the organisation are involved in the work, and that many people inside and outside the organisation learn about the project and its results.

Project agreement

A project agreement is a written document signed by the Danish organisation and its partner at the beginning of the project. The agreement describes each partner's areas of financial responsibility and obligations in relation to implementation of the project. If the Danish organisation is going to transfer funds to the partner organisation, signing a project agreement is mandatory.

R

Results framework

A results framework is used to design a development project, and should set out the long-term social change towards which the project is intended to contribute. It should also describe more short-term changes which the organisation and target group are expected to experience as a result of the project. Moreover, it should describe the tangible and direct project outputs whose achievement it is possible to verify, one or several indicators to measure or assess whether the intended results are brought about, and information on the baseline (situation at the outset), milestones to be reached in the course of the project, and what should be accomplished at the end of the project. Logical Framework Approach (LFA) is an example of a results framework.

Rights holders

These are individuals with a claim to having their rights promoted, upheld and fulfilled. Rights-holders may, for instance, be persons with disabilities.

Risks

Risks are potential internal or external hindrances that may threaten or complicate the realisation of the project.

S

Strategic service delivery

Strategic service delivery covers goods and services that the project delivers directly to the target group and that, from a long-term perspective, contribute strategically to advancing positive and sustainable change in favour of persons with disabilities.

Sustainability

A development project is sustainable when it helps bring about lasting positive change for persons with disabilities as well as lasting strengthening of organisations representing persons with disabilities. The change brought about by a project should be possible to sustain or continue after the end of activities and financial support.

Sustainable Development Goals, the UN

The Sustainable Development Goals are 17 goals adopted by the UN General Assembly in 2015. Their purpose is to ensure global cohesion and sustainability for the entire world population.

T

Target group

The target group is composed of persons intended to benefit from a project. The target group can either be directly involved in the project (primary target group) or otherwise and more indirectly benefit from it (secondary target group).

Terms of Reference (ToR)

Terms of Reference is a document that defines the task(s) to be performed by a volunteer, employee or consultant, as well as the purpose of this. Terms of Reference can also describe and set out the objective of a specific and delimited assignment, e.g. a mid-term review.

V**Value for money**

Creating value for money means finding an appropriate balance between minimal and sensible spending in view of the size of the target group, as well as the scope and outputs of the intervention, also known as the three Es: Economy (spending less), efficiency (spending well) and effectiveness (spending wisely). Value for money entails, in short, an assessment of how to spend in the most cost-efficient manner.

Volunteerism

Volunteering is an important element of international development cooperation supported by the Danish Disability Fund. It refers to an unpaid engagement driven by enthusiasm, community spirit and a sense of duty.

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