MULTILATERAL GUIDELINES
Core Support including Soft Earmarked

Ministry of Foreign Affairs of Denmark
April 2024

Version 4.0

Acronyms[1]

AFRPOL	*Africa, Policy and Development, MFA/Danida*
AMG	*Danida Aid Management Guidelines*
DAC	*Development Assistance Committee (of OECD)*
DKK	*Danish Kroner*
LEARNING	*Evaluation, Learning and Quality, MFA/Danida*
HUMCIV	*Humanitarian Action, Civil Society and Engagement, MFA/Danida*
HLC	*High-level consultations*
HRBA	*Human rights based approach*
IATI	*International Aid Transparency Initiative*
FMI	*Financial Management Interface*
TILSKUD	*Financial management and Support in relation to Development Cooperation, MFA/Danida*
INTJUR	*Department for International Law and Human Rights, MFA/Danida*
DKJUR	*Public and Administrative E law and Archive*
MFA	*Ministry of Foreign Affairs (of Denmark)*
MIGSTAB	*Migration, Stabilisation and Fragility, MFA/DANIDA*
MULTI	*Multilateral Cooperation MFA/Danida*
MOPAN	*Multilateral Organisation Performance Assessment Network*
ODA	*Official Development Assistance*
PAP	*Process Action Plan*
PC	*Programme Committee*
PMI	*Project Management Interface*
SDGs	*Sustainable Development Goals*
SPA	*Strategic Partnership Agreement*
ToR	*Terms of reference*

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[1] See annex III for acronyms of multilateral and international organisations.

CONTENT:

1. **Introduction**

The objective of these guidelines is to assist staff of the Ministry of Foreign Affairs of Denmark (MFA) in carrying out responsibilities related to strategic partnerships with multilateral and international organisations[2]. For some organisations the responsibility for the day-to-day management is decentralised to the Danish UN mission or embassy accredited to the organisation. For other organisations, the responsibility lies with departments at the headquarters of the MFA (*see Annex IV for a list of organisations and responsible units*).

The guidelines apply to multilateral organisations[3] as well as international organisations, finance institutions and entities with similar characteristics[4] which are on the OECD/DAC list of organisations to which core contributions can be counted as Official Development Assistance (ODA). These guidelines do not cover hard earmarked support and only partly financial contributions below 10 million annual DKK[5]. Please note that core support (including soft earmarked support) can also be provided to an international organisation not on the OECD/DAC list, but in that case the bilateral guidelines for projects and programmes have to be followed (however please note that core funding can't be provided to *multilateral* organisations not on the OECD/DAC list). In general, earmarked support including to ODA eligible organisations follows the bilateral guidelines for projects and programmes.

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[2] On the OECD/DAC list of ODA eligible organisations.

[3] According to OECD/DAC: Multilateral organisations are international institutions with governmental membership, which conduct all or a significant part of their activities in favor of development and aid recipient countries. They include multilateral development banks (e.g. World Bank, regional development banks), United Nations agencies, and regional groupings (e.g. certain and African, Asian, Arab and European Union agencies).

[4] According to OECD/DAC "International organisations are entities established by formal political agreements between their members that have the status of international treaties; their existence is recognised by law in their member countries; they are not treated as resident institutional units of the countries in which they are located."
https://stats.oecd.org/glossary/detail.asp?ID=1434

[5] Core including soft earmarked support.

Which guidelines to use?
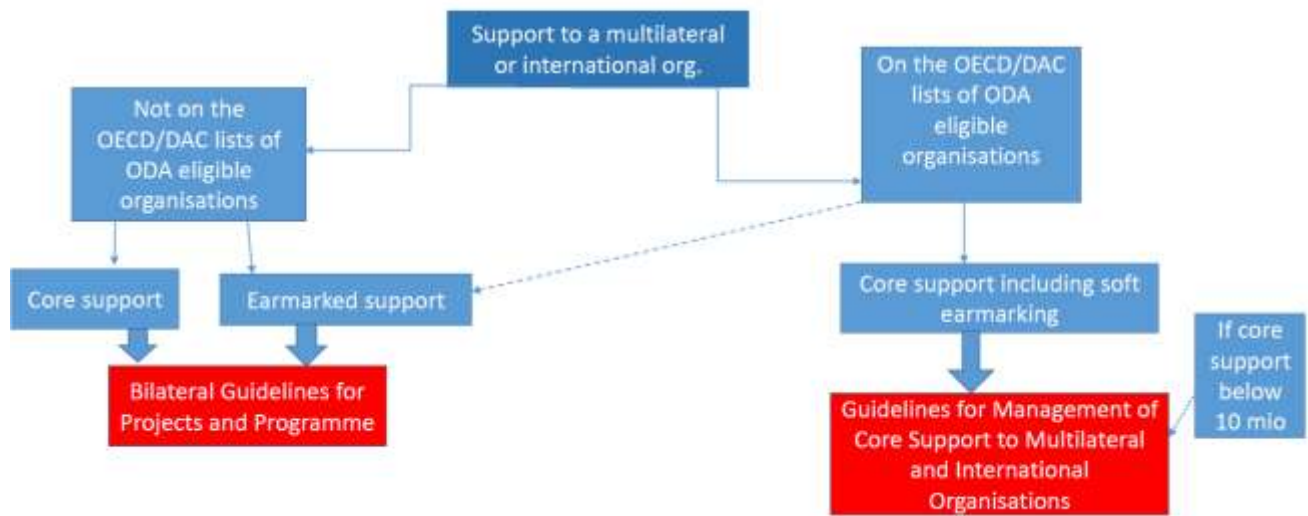
The **legal basis** for Danish core support to multilateral and international organisation derives from the [Danish Act on International Development Cooperation and the Finance Act](#). Together with the Strategy for Danish Development Cooperation they provide the overall framework for all bilateral and multilateral development cooperation. The Finance Act (including amendments presented to the Finance Committee) includes appropriation for all development and humanitarian support, including support to multilateral and international organisations and framework appropriations to the development banks.

These guidelines are part of the [Danida Aid Management Guidelines[6]](#) (AMG). Detailed information including tools and how-to-notes are available on the AMG website, www.amg.um.dk Financial management procedures for grants through multilateral organisations are described in [General Guidelines for Accounting and Auditing of Grants Channelled through Multilateral Organisations](#).

The guidelines take into account the objectives of "Doing Development Differently" (DDD) including better coherence between Danish instruments and a learning and adaptive approach to development. MFA is testing new ways of organising and implementing strategic partnerships with multilateral and international organisations both to enhance the Danish influence on the organisations and to increase Danish learning from the work of these partners. This is to be implemented through stronger and more systematic cooperation and knowledge sharing between all MFA units working with the organisations and through testing new ways of dialoguing with and influencing the organisations to be more adaptive in their work and focused

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[6] The Aid Management Guidelines – www.amg.um.dk - provide the framework for these Guidelines.
 Relevant parts of the AMG and other underlying webpages are referred to, where relevant, by hyperlinks in the text.

on learning. For further information, please consult Adaptive Management Guidance note for more information https://amg.um.dk/en/tools/guidance-note-for-adaptive-management/

Key definitions

➢ **A Strategic Partnership** refers to the partnership between the MFA and a multilateral organisation on the OECD/DAC list of ODA eligible organisations, or an international organisation that meets the same criteria, which receives core support (including soft earmarked support) and which is guided by an Organisation Strategy.

➢ **An Organisation Strategy** forms the basis for Denmark's dialogue and partnership with multilateral and international organisations for a 3-5-year period. It steers Danish priorities and results reporting and is mandatory for the organisations covered by these guidelines. The Organisation Strategy is the appropriation document for core (including soft earmarked) support.

➢ **Core contributions** are non-earmarked contributions to an organisation. The recipient organisation must be a non-profit actor and should conduct all or part of its activities in favour of development and developing countries. When core contributions are granted, the funds are pooled and become an integral part of the recipient organisation's financial assets and are disbursed at the discretion of this organisation based on its defined strategies and programmes.

➢ **Hard earmarking:** Funds that are hard earmarked by the donor are to be used by a partner organisation in specific countries, for specific projects and for specific themes or sub-programmes. Hard earmarked funding requires specific objectives and results frameworks to ensure that the intended purpose is obtained. Consequently, separate reporting and accounting is required. Hard earmarked support follows the Guidelines for Bilateral Projects and Programmes regarding formulation, quality assurance and approval procedures

➢ **Soft earmarking** can be provided to organisations that manage a portfolios that are considered to 100% ODA-eligible[7] e.g. financial support to ODA-eligible trust funds can be soft earmarked. Soft earmarking follows the guidelines for core support to multilateral and international organisations and is reported to OECD/DAC in line with the internationally agreed definitions for such modalities. Soft earmarking is a way of targeting Danish priorities and special attention to specific themes or geographic places, without requiring special activities, special result frameworks or narrative and financial reporting. It has to be based on partners' strategies and budget plans as already defined by them. The use of the soft earmarked funds is monitored primarily through the regular dialogue between the MFA unit and the organization and is based on the narrative and technical reporting of the organisation. No separate financial reporting is required for the soft earmarked funds. Before soft earmarking, the MFA unit should ensure, that the object of the soft earmarked support has an allocated budget. For more information consult General Guidelines for Accounting and Auditing of Grants Channelled through Multilateral Organisations).

➢ **Personnel support** is junior or senior experts, consultants, teachers, academics, researchers, interns, volunteers paid by MFA and posted for example in an international or multilateral partner organization.

2. **Fundamental considerations**

There are multiple objectives of Danish support to strategic partners such as multilateral organisations or development banks. Denmark contributes to maintaining and promoting an effective multilateral system in the overall interest of the global public good and in the particular interest of a small country such as Denmark. The financial support delivered to UN agencies and international finance institutions provides countries like Denmark with a strong international

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[7] OECD/DAC determine a coefficient ranging from 0 -100% to judge the share of ODA activity undertaken by the organisation.

brand. The support enables Denmark to shape and influence the international community's efforts to implement Agenda 2030 and the Sustainable Development Goals (SDGs) and hence influence development financing and the efforts to improve conditions also in developing countries, where Denmark is not represented. A close collaboration and complementarity between a bilateral donor like Denmark and the multilateral system further enhances a more coherent and coordinated effort across the humanitarian, development and peace nexus.[8]

Ultimately, the rationale for support to individual organisations depends on a good match between Danish interests and priorities as expressed in the Strategy for Danish Development Cooperation and the mandate and effectiveness of the organisation in question. The final decision on whether to extend support to an organisation will be based on multiple factors. These include the organisation's role in the multilateral development system and capacity to deliver on its mandate, as well as the priority and interest accorded by Denmark to the development and humanitarian problem(s) targeted by the concerned organisation and the extent to which additional financial support is needed considering the available support from other sources. Other considerations include whether Denmark can influence the organization and play a role in a common agenda through the partnership.

The decision on whether to grant core support to a multilateral or international organisation, including soft earmarked funding for a thematic or geographical area, depends on the mandate of the organisation and Denmark's previous experience with the organisation and other operational and political considerations. The advantage of core contributions is that they i) support the ability of organisations to deliver on their core mandate, ii) support the multilateral system's capacity to act in a coordinated and coherent manner, iii) are subject to the organisations' formal governance and management structures, and finally iv) are most efficiently allocated and reported on. In humanitarian situations, in line with Denmark's commitments under the Grand Bargain and the principles of Good Humanitarian Donorship, the flexibility of core support further allows organisations to prioritise allocations according to needs in a timely manner in accordance with the humanitarian principles.

Soft earmarked contributions may be offered in cases where the intention is to focus the Danish contribution towards special thematic or geographic interventions or where Denmark wishes to promote and support new initiatives, such as contributions to thematic funding windows or geographic areas and contributions to specific humanitarian appeals.

When dealing with multilateral and international organisations, it is important to consider both Denmark's strategic interests in the cooperation and the cost-effectiveness of the cooperation. For the latter reason, small grants and contributions to strategic partners should be the exception.

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[8] See also DAC recommendation on the Humanitarian-Development-Peace Nexus
https://legalinstruments.oecd.org/public/doc/643/643.en.pdf

3. What is an Organisation Strategy

An Organisation Strategy forms the basis for Denmark's dialogue and partnership with multilateral and international organisations for a 3-5-year period. It is an internal MFA management document which sets the strategic direction of the Danish support to the organisation and is not negotiated with the partner. The Organisation Strategy should, however, be informed by an in-depth dialogue and consultations with the partner organisation and aligned to the partner's strategy. The organisation should be informed about the preparation process and the main Danish strategic priorities, and the way to implement it should be agreed in a financing agreement.

An Organisation Strategy is a forward-looking medium-term MFA policy instrument guiding the management by the MFA Unit responsible for the collaboration with the organisation which:

- Outlines the organisations' role and work within the multilateral system (if multilateral organisations), including their contribution to the implementation of UN reforms (if a UN organisation);
- Identifies relevant international development goals, including SDG's, which Denmark will strive to advance through the strategic partnership;
- Analyses the organisation's position vis-à-vis the strategy for Danish development and humanitarian cooperation and the Minister's 4-year plan and the priorities listed therein;
- Promotes the achievement of results and sustainable impact - related to country-level interventions, the organisation's global normative work, and its organisation-wide management – based on the organisation's own strategy and planning;
- Emphasises that the organisation takes a learning and adaptive approach in implementation of its mandate;
- Secures consistency in Denmark's approach towards the organisation at all levels and ensure coherence and synergies with other Danish programmes and instruments. Opportunities for cooperating with Danish bilateral aid at the country level should be highlighted;
- Forms the basis for Danish assessments of the organisation's performance, transparency, accountability, and anti-corruption measures according to internationally agreed standards and mutually agreed frameworks;
- Follows, as far as possible, the organisations' strategic planning cycle, and facilitate alignment with the organisations' own results-oriented reporting and monitoring framework.

An indicative outline of the Organisation Strategy document is presented in Annex I.

4. Initiation of the Organisation Strategy

This section outlines the steps for the preparation of an Organisation Strategy. It includes the mapping and overview of relevant documentation, a Process Action Plan (PAP) and a plan for

consultations with the organisation in question, other MFA units, as well as other relevant stakeholders.

The preparation phase includes; (i) Documented **overview of available documentation** This may include ongoing or previous Danish organisation strategies for the organisation, relevant Multilateral Organisation Performance Assessment Network (MOPAN) assessment reports and other recent (maximum 2-3 years old) evaluations, assessments, studies, reviews and capacity assessments of the organisation; (ii) A mapping of past and existing Danish cooperation with the organisation and of the organisation's presence in Danish priority countries.

The preparation phase should ensure a solid **assessment of the capacity of the organisation**. This should be based on the most recent MOPAN-report and/or or other relevant assessments, evaluations, reviews or similar. If there is not a recent capacity assessment of the organisation it should be considered to undertake a rapid capacity assessment and if feasible in collaboration with other international development partners. This assessment may be undertaken by external consultants if the MFA unit does not have the resources to conduct the assessment as an internal exercise. The section on "Partners" in the bilateral guidelines on projects and programmes (*see Standard annex 2*) may serve as inspiration for such a capacity assessment.

Prepare a **Process Action Plan (PAP)** including dates for submission of the draft Organisation Strategy to the Programme Committee and to the Council for Development Policy[9]. Indicate timing of consultations with colleagues and dialogue with the concerned organisation and other relevant stakeholders (e.g. other donors). The possible need for advice from development specialists should also be included in the PAP. Include a realistic schedule for procurement and tendering of **external consultants**. Forward the PAP to all relevant stakeholders for information as early as possible, and an updated version should be attached to the draft Organisation Strategy when presented to the Programme Committee.

A Contact Group, may be established to support the preparation and implementation of the strategy in line with the ambitions of stronger cohesion between MFA, UN missions and embassies abroad. A Contact Group is established at the initiative of the unit responsible for the cooperation with the organisation in question. Others members of the group are MFA units which have an interface with the organisation both at Head Quarter level and country level. The Contact Group have a lean, informal structure and meet as and when needed at the initiative of the unit in charge of the cooperation. The responsible MFA unit chairs the contact group and acts as lead author of the Organisation Strategy. The members of the Contact Group provide input and quality assurance to the process with a view to ensuring institutional coherence and synergy. The process of producing an Organisation Strategy offers an opportunity to strengthen the Ministry's internal network around the organisation, knowledge-sharing and synergies. The contact group will continue to be a forum for discussing and strategizing during implementation of the strategic partnership (*see standard ToRs for contact groups in Annex VIII*).

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[9] Presentation to the Programme Committee and the Council for Development Policy should normally be made prior to the financial year in which the financial commitment and disbursement is to be made.

In conclusion, the initiation phase involves:

- Getting an overview of available documentation
- Ensuring that there is a recent capacity assessment of the organisation (less than 2-3 years old)
- Drafting a PAP
- Hiring external consultants, if necessary
- Establishing a Contact Group, if found relevant

5. Formulation of an Organisation Strategy

This section outlines the steps in formulating the Organisation Strategy and expected format and content. The end-product from this phase is a draft Organisation Strategy ready for quality assurance. To help draft the text, a tool box with guiding questions is included as (*see annex II*).

An Organisation Strategy should outline 1-5 specific priority areas within the mandate of the organisation that are particularly important to Denmark and hence will provide the basis for Denmark's dialogue with the organisation and monitoring of their strategies or programmes. The selected priority areas should relate to Danish political priorities in Danish Foreign Policy, Danish Strategy for Development Cooperation and depend on the organisation, its mandate and role in the broader multilateral architecture (if a multilateral organisation). One priority area should address the organisation's effectiveness, including institutional reform processes, adaptive management, efforts to combat corruption and misuse of funds and sexual exploitation and abuse.[10] The Danish priority areas should as a general rule be based on the organisation's own strategic plan or plan and results framework, including the organisation's own indicators if available. It may however be relevant to include a Danish priority not in the strategic plan of the organisation, if it is an area of high priority for Denmark.

It is also important to include **lessons learnt** from relevant studies, reviews, evaluations and other assessments regarding the relevance and effectiveness of the organisation. This includes assessments, conclusions and recommendations from the most recent MOPAN assessments. Experiences from previous collaboration should be included, e.g. by drawing on annual stock taking reports or minutes from consultations prepared by the MFA unit in charge of the collaboration with the organisation. .

Based on the above analysis, the level of funding to the organisation, the modalities (core support, soft-earmarking, personnel) chosen should be justified in the Organisation Strategy.

The Organisation Strategy should specify the channels of influence available to Denmark. In addition to formal channels, such as meetings in the governing and decision making bodies, advisory group/international development partners support groups and the annual and high-level consultations, other channels to voice Denmark's position and areas of interest may exist, e.g.

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[10] For guidance on how to address these areas, see annex II, item 2, and chapter 5, section g. respectively.

reference or donor working groups whether formal or informal, where Danish positions can be advanced.

The Organisation Strategy should further indicate the intended **means of communication** of results to the Danish public and the Danish parliament.

The Organisation Strategy must present the full scope of Danish contributions (core support including soft earmarking, hard earmarked support, personnel support) to the organisation, including the expected total level of funding for the duration of the Organisation Strategy. Hard earmarked contributions, including support for advisers (secondments) as well as contributions to multilateral organisations as part of a Strategic Country Framework or other bilateral programmes/projects should also be presented, to the extent it is known at the time of formulation. The purpose of this is to allow for a comprehensive overview of Danish support to the organisation concerned.

The expected **end-product** is an Organisation Strategy covering 3-5 years (the period should follow as closely as possible the organisations' own strategic cycle). The document should be in English and should not exceed 10 pages, excluding annexes. The Organisation Strategy is a public document and must be written in a language suitable for an external audience. A reader without extensive prior knowledge of the organisation should be able to get a basic understanding of the organisation's mission, vision, and work, Denmark's reasons for the support and the expected results. The Organisation Strategy should be accompanied by a one page overview document (*see template in Annex IX*). The purpose of this one-pager is to give a quick overview. The information in the one-pager and the organisation strategy should be updated (by the unit in charge of collaboration with the organisation in question) if there are changes to the financial contributions to the organization during the implementation period.

For core (including soft earmarked) contributions up to DKK 10 million annually, an Organisation Strategy is not mandatory. Core contributions under DKK 10 million annually are supported by an appropriation note signed by the responsible Head of Unit. The note is not an Organisation Strategy, but the core principles and elements of an Organisation Strategy should be applied. Thus, the guiding outline for an Organisation Strategy (Annex I), should be used in order to identify key features of the appropriation note. Furthermore, the rules and procedures for administration of contributions above 10 million (*see Chapter 10-14*) should also serve as guiding principles.

The Head of Unit further has to sign a document (*see template in Annex V*) with a number of quality assurance bullet points related to grants below 10 million annually (capacity assessment of the organisation, consultation with relevant stakeholders, anti-corruption measures taken etc.). If the Head of Unit is not able to testify that a specific point has been adequately covered, new consultations, assessment etc. will have to be initiated until the Head of Unit is able to sign the quality assurance check list.

In summary, formulation of an Organisation Strategy involves the following:

- Consulting with the recipient organisation, colleagues, international development partners and stakeholders to identify and analyse issues of strategic interest within the organisation's mandate and identify coherence and possible synergies with other Danish programmes and instruments;
- Identifying lessons learnt;
- Identifying Danish priorities and corresponding results areas;
- Justifying the funding level and the modality chosen (core support, soft-earmarked);
- Formulation of a draft Organisation Strategy (*see outline in Annex I*) based on the above points.

6. Quality Assurance of the Organisation Strategy

MFA units responsible for an Organisation Strategy have the responsibility for carrying out adequate quality assurance, including involving in-house development and financial management specialists, partners and/or external consultants, as required. Quality assurance may include discussions with colleagues from other units e.g. in a CG, consulting with development specialists as well as presentation to the Programme Committee and the Council for Development Policy (UPR).

This section outlines the steps including presentation to and consultation with the Programme Committee and the Council for Development Policy (UPR), if required. The end-product is an Organisation Strategy ready to be submitted to the Minister for approval.

Appraisal

Usually, core support (including soft earmarking) to a multilateral organisation or international organisation will not be subject to an appraisal process by LEARNING and/or external consultants. However, there may be special circumstances which merit an appraisal, including the size of the grant and previous experience with the partner. This will usually be decided by the Head of Unit or the Programme Committee (PC).

Presentation to the Programme Committee

A first draft of the Organisation Strategy is presented in the PC. The PC provides strategic guidance, focusing on, among others, the strategic importance of the partnership and the articulation of the Danish interests and channels of influence as well as the risk level. The PC concludes and provides recommendations to follow-up during the final formulation of the Organisation Strategy.

Information about the PC including requirement and deadlines is available in the Ministry's [Guidelines for Approval of Grant Appropriations, Strategies and Policies.](#) The draft Organisation Strategy will also be subject to a public hearing simultaneously with the presentation to the PC. The in-coming responses from the public hearing will be considered by the responsible unit when revising the draft before submission to the Council for Development (UPR).

After the PC meeting, the Organisation Strategy should be adjusted and finalised and subsequently submitted for assessment by the UPR before submitted for approval by the Minister if the contribution is **above DKK 10 million** annually.

Presentation to the Council for Development Policy (UPR)

Information about requirements and deadlines for presentation to the Council for Development Policy (UPR) is available in the Ministry's [Guidelines for Approval of Grant Appropriations, Strategies and Policies.](#)

After the Council meeting, the Organisation Strategy should be finalised taking into account the Council recommendations and subsequently submitted to the Minister for approval.

In summary, the quality assurance of an Organisation Strategy involves the following:

- Involving Development Specialists if needed (e.g. if in doubt regarding the capacity or mandate of the organisation);
- Presenting the draft Organisation Strategy to the Programme Committee, - and with adjustments -, to the UPR[11];
- Revising the draft Organisation Strategy, considering comments and recommendations from the UPR;

7. Approval of an Organisation Strategy

Some contributions to multilateral and international organisations are provided for on a specific subaccount in Denmark's Finance Act (direct legal basis), while other contributions are covered by broader frame appropriations (indirect legal basis). Whether there is direct or indirect legal basis in the Finance Act, the Organisation Strategy must be submitted to the Minister for approval if above 10 million annually. If there is only an indirect legal basis, an amendment must thereafter be adopted in the Parliamentary Finance Committee.

Core (including soft earmarked) contributions of up to DKK 10 million annually are supported by an appropriation note and a quality assurance check list signed by the responsible Head of Unit.

In conclusion, the approval of an Organisation Strategy involves the following:

- Submitting it along with the overview document, to the Minister[12] for approval if above 10 million annually;
- Sending the original English version to the Executive Secretariat (DIRSEK), who will forward it to the Parliament's Foreign Affairs Committee for information;
- Sharing the approved Organisation Strategy with relevant stakeholders in the partner organisation;

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[11] If annual financial contributions above DKK 10 million.
[12] This refers to the Minister with responsibility for Danish development cooperation at any given time.

- Uploading the approved Organisation Strategy and overview document in 360º and, forward it to MULTI for publishing on the MFA website and, subsequently, create a link to the document on the unit's own website.

Flow chart of the approval process
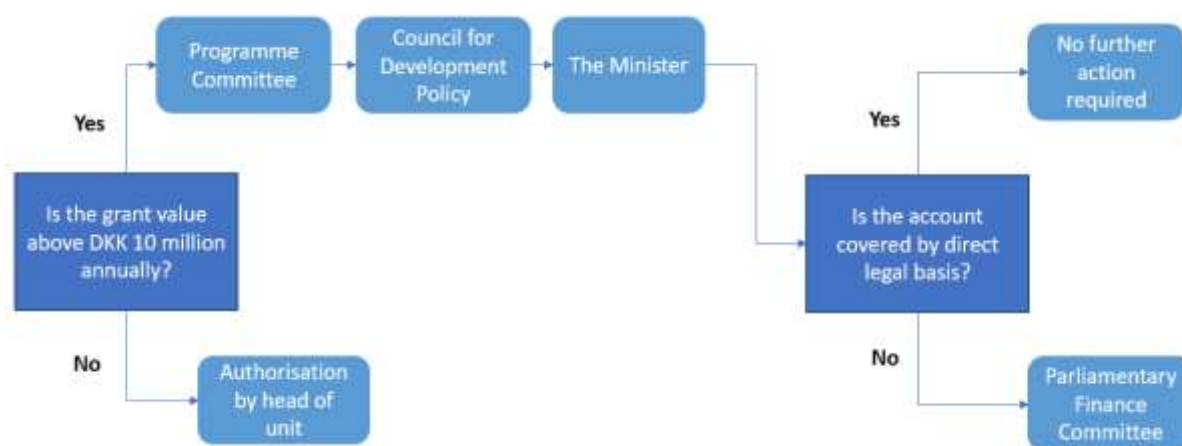
8. Formalisation of the Strategic Partnership

The strategic partnership with a multilateral or international organisation is formalised by signing an agreement with the organisation. Based on the Organisation Strategy, the MFA Unit responsible for the collaboration with the organisation will prepare the legally binding financing agreements in collaboration with organisation in question.

The financing agreement is the commitment document and can take various forms. It can be a strategic partnership agreement, a financial commitment letter or other types of legally binding agreements. It may vary from organisation to organisation. It normally follows the format for financing agreements of the partner organisation. Hence, there is no specific Danish template for this type of agreements. However, the responsible unit should make sure that the agreement format used is in line with the General Guidelines for Accounting and Auditing of Grants Channelled through Multilateral Organisations. TILSKUD and DKJUR should be consulted in case of any questions or doubts in this regard.

A Multilateral Partnership Agreements (MPA) is one type of financing agreement between MFA and a multilateral organisation signed by both parties. The agreement may be multiannual. The MPA includes a short summary of the key priorities set out in the Organisation Strategy, the financial and administrative terms, conditions and procedures for the collaboration and it functions as a commitment document for Danish core support and soft earmarked support and personnel support channelled to the organisation. The agreed modality of cooperation must be

stated, per engagement. Each engagement must be registered separately in the Financial Management Interface (FMI), related to the relevant grant in the Programme Management Interface (PMI). In case of annual commitments, the engagement must still be recognised on the 'Actioncard' in FMI – annual commitments does not constitute new engagements.

Changes to the MPA and other agreements with the multilateral organisation
A financing agreement with a multilateral or international organisation is usually signed only once. However, changes may occur that require updating. It is the responsibility of the relevant mission or department to renew or update the agreement when required by means of an addendum. In line with the ambition of learning and adjusting during implementation, a clause allowing for adjustment of funding levels subject to the achievement of specific performance indicators may be included in the agreement.

No cost and cost extensions of the organisation strategy must be approved at the designated level according to the amount and reflected in an addendum to the financing agreement with the organisation and by updating the organisation strategy with the amount and the reasons for the extension both with regard to no cost extensions or cost extensions.

The responsible unit can arrange for the signing of a finance agreement in two different ways:
- If relevant, the responsible unit can request Full Powers from the Minister. The request must be submitted to the Treaty Section in DKJURJ by using the form "Fuldmagt til undertegnelse af traktat". The relevant MFA Unit should consult with DKJUR whether the MPA is to be treated as a treaty.

- Together with the relevant department in the MFA, the responsible unit can arrange for the Minister to sign the agreement, or by Exchange of Letters.

9. Implementation of a Strategic Partnership

The following chapters describe the various steps of implementing a strategic partnership. The annual implementation tasks include an annual planning process, continuous interaction with the organisation through various informal and formal platforms and channels including board meetings, advisory group meetings and interaction with other MFA units having an interface with the organisation. Another important task for the MFA unit in charge is regular stock taking based on the partners own reporting and the outcome should be reflected in the Annual Stock Taking Report. Finally, there are tasks related to financial management and filing and registration of data. The main responsibility lies with the MFA unit in charge of the day to day collaboration with the organisation in question.

The products to be delivered by the MFA unit in charge in this phase are Annual Action Plans, minutes of consultations with the organisation, results reporting including the an Annual Stocktaking Report) as well as financial reports and audits based on the recipient organisation's own reporting on these matters.

Annual Implementation Tasks

The implementation thus involves the following tasks as described in the following chapters:

- Planning for results (Chapter 10)
- Dialoguing and Influencing (Chapter 11)
- Monitoring, learning and reporting (Chapter 12)
- Financial management and Anti-Corruption (Chapter 13)
- Registration and filing of Data (Chapter 14)

10. Planning for Results

The Organisation Strategy is elaborated for normally a period of 3-5 years' time. The enabling environment for an organisation to deliver and the Danish priorities may evolve during this relatively long period of time. The Organisation Strategy should therefore be implemented through annual action plans.

The responsible unit will prepare a brief **Annual Action Plan** (*see template in Annex VI*) for how they plan to interact with the organisation during the coming year. The action plan should be prepared in consultation with other relevant MFA units (most notably the Contact Group if established) which have relations or interaction with the organisation. The action plan should specify the Danish priorities vis-à-vis the expected items on the agenda of the organisation's governing bodies during the coming year. The concrete synergies with other Danish programmes,

instruments and actors to be pursued during the coming year should further be specified. The annual action plan is considered an internal document and is not shared with the organisation.

The action plan should be discussed as part of the responsible unit's general dialogue with the MFA senior management or as appropriate. Up-coming *key* issues not foreseen in the annual action plan will be brought to the attention of Senior Management (and discussed in the contact group as appropriate) by the responsible unit during the year.

11. Dialoguing and Influencing

Influencing the partner according to Danish priorities is a continuous process. Influencing should be pursued as appropriate for each organisation, taking into account the organisation's role and mandate. This is first and foremost the responsibility of the unit managing the day-to-day collaboration with the organisation, but other units and embassies which interact with the organisation at various levels also have important roles to play. This can be done through active participation in formal and informal consultations and by networking with relevant stakeholders inside and outside the organisation. Alliance-building and leading working groups may be an effective way of influencing depending on the context. Evidence also shows that a limited but coherent set of policy priorities is important. This is why it is important that Denmark comes across coherently in its messaging for example at Head Quarter and country level. The focus should be on the strategic challenges and long-term impacts that the partnership is meant to address rather than procedural issues.

It is important to engage at the points in time when the main policy lines are being formulated (ref. the Strategic Plans of the organisation) and when agency priorities are being established in countries of priority for Denmark; e.g. when the organisation's Country Programme Documents (CPD's) are being formulated. Danish embassies may for example seek, if relevant for that particular organisation, involvement and consultation in the preparatory phase of CPDs at country level, before the CPDs are transmitted onwards to for example Geneva or New York.

Burden-sharing and coordination with others where relevant, including Nordic+ partners and EU member states as appropriate and other large donors, should be pursued. Denmark should continuously explore the scope of heightening the Nordic+ 'brand' and profile in the dialogue with the organisations if appropriate. The Nordic+ partners carry weight, integrity, high financial support, and often have similar priorities. Nordic+ partners should therefore be able to speak with one voice on a wide range of issues and enhance burden-sharing among them. Denmark should further seek to form new alliances and partnerships with progressive countries or non-traditional partners outside of the usual group of like-minded countries.

Denmark is regularly seconding experts to strategic partners. Staff should be seconded to positions where their work can increase synergies with other Danish workflows.[13] It is important

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[13] Senior secondments should be avoided to the UN Secretariat and related organisations, such as the OHCHR, to not risk being seen as compromising their independence.

to retain close working relations with the seconded experts both at headquarters and at country level. Once these are in place in their new positions, the contact groups (if established) should regularly invite some of these experts to their meetings to share their impressions of the work undertaken by their organisation.

Participation in governing bodies and advisory groups

Governing and decision making bodies and advisory groups are key forums for dialoguing and influencing. The administrative decentralisation of the collaboration with multilateral organisations provides the UN missions, embassies and MFA Units with a large degree of flexibility in the dialogue on policy and technical questions with the organisation and with other partners on site. Participating in meetings in the governing bodies are essential for taking part in discussions and decisions on work programmes, the strategic direction, budgets, oversight, audit, anti-corruption efforts, evaluation, and results of the organisations' work.

Decentralised annual consultations

Annual consultations should follow up on the cooperation of the past year and discuss progress and lessons learnt in Danish priority areas. The purpose of the consultations is also to agree with the organisation on the priorities of collaboration for the coming year, based on the overall strategic directions provided by the Danish Organisation Strategy and spelt out in the annual action plan. The point of departure for the discussions should be progress (or lack thereof) against the key results areas and indicators prioritized by Denmark. It is however important that the discussions move beyond these specific indicators and include lessons learned and reflections on why or why not interventions are succeeding and how the organisation is adapting its way of working accordingly.

There are no formal requirements as to the format or agenda of the decentralised consultations. As indicated by the name, the decentralised annual consultations are prepared and carried out by the responsible unit although, where relevant, staff from other units in the Ministry, including bilateral embassies, may be invited to contribute to the preparations. Participation by MFA Senior Management is not foreseen. Considering the political importance attached to Denmark's multilateral engagement, the consultations should be held at Head of Mission/Head of Unit level.

High-level consultations

High-Level Consultations (HLC) should be forums for open, frank and focused policy dialogue on issues of mutual interest. HLC are conducted for organisations receiving core (including soft earmarked) contributions of more than DKK 43 million.

 million annually and other organisations of strategic importance to Denmark. The consultations should take place with regular intervals (usually every second year) as agreed with the organisation. In the given year, the HLC will replace the decentralised annual consultations.

Generally, the consultations should focus on:

- The strategic challenges and expected long-term impacts of the partnership with a focus on Danish policy priorities, the institutional reform process and the organisation's responsiveness;
- Synergies between Danish support to the organisation through different modalities and at different levels (including Danish support to the organisation extended as part of bilateral development programmes at country level);
- How the organisation is adapting its strategies according to lessons learnt;
- Communication of the results to which the Danish support contributes;
- Use of Danish inputs (employment of seconded experts, procurement of goods and services).

The Danish delegation is headed by MFA Senior Management or on certain occasions by the Minister. The responsible MFA unit will participate and other MFA units may also participate, as deemed relevant.

The responsible MFA unit should initiate, plan and organise the HLC. It must establish the HLC agenda in cooperation with the organisation. The agenda should focus on key issues related to the cooperation as specified in the annual action plan. The final agenda should be agreed on at least three weeks in advance to allow both sides to prepare properly. A preparatory virtual meeting in the Contact Groups (if established) should be held.

Agreed minutes focusing on key action points serve a dual purpose: i) To ensure a common understanding of the outcome of the consultations, especially as regards operational conclusions and follow-up, and ii) to facilitate awareness within the organisation of the main issues and agreements in the cooperation with Denmark. The follow-up on the action points from these meetings should be included in the annual stocktaking report to be prepared by the MFA responsible unit and shared with the contact group, if established.

12. Monitoring, Learning and Reporting

Achieving, demonstrating and learning from results is crucial to enhance development effectiveness. Therefore, monitoring the organisations' performance and results is an essential basis for determining Denmark's (continued) cooperation with the organisation. All multilateral and international organisations receiving financial support from Denmark must have a clear results focus in their strategic and operational work – or have clear plans to move in that direction - and must report on the overall progress of their activities in accordance with the agreement(s) between Denmark and the organisations. The organisations must further demonstrate that they are continuously learning and adapting to new dynamics in their strategy and activities.

There are generally three main instruments for monitoring the results of Denmark's engagement with multilateral and international organisations which receive core support:

- The organisations' own reporting system.

- Assessments by MOPAN
- Studies, assessments, reviews, evaluations from other sources)

The MFA responsible unit will annually analyse the data from these three sources in an **Annual Stocktaking Report** (*see template in Annex VII*).

Reporting by the organisation

Once a year, or at the frequency specified in the financing or other agreements between Denmark and the organisation, the organisation must report on the progress of its activities and results. This will normally be in the form of an annual report from the organisation. The reports are expected to provide key data on achieved results and organisational performance substantiated by facts and figures. The organisation should be encouraged to include lessons learnt and consequent demonstration of adaptation of "ways of working" and activities.

MOPAN and other relevant assessments, reviews and evaluations

Denmark participates actively in the Multilateral Organisations Performance Assessment Network (MOPAN) together with other international development partners. The objective of MOPAN is to carry out regular joint assessments by international development partners of multilateral and international organisations which receive contributions from the members of the network. The assessments focus on the organisations' general performance and organisational effectiveness, and whether the organisations make an efficient contribution to relevant and sustainable results.

Denmark, along with other MOPAN members, regularly takes on the role as "institutional lead" in the assessment processes. Similarly, the members act as "country leads" in the process of data collection and interviews in developing countries. Denmark's involvement in these processes is important both as a sign of active commitment to the MOPAN network and because it provides an opportunity for more in-depth dialogue and understanding of the work of the organisations.

MOPAN assessments contain information which should be used for the preparation of an Organisation Strategy as well as annual action plans and stock-taking reports, preparation and participation in governing and decision making bodies, advisory groups, annual and High-level Consultations, and in the on-going dialogue between Denmark and the organisations.

The MFA Units managing organisation strategies are also encouraged to engage in other assessments, studies, reviews, evaluations etc. conducted by the organisation itself or other supporting international development partners.

Annual Stock-taking Reports

It is mandatory for the responsible MFA unit to prepare an Annual Stocktaking Reports. The objective of the Annual Stocktaking Report is to take stock based on lessons learned derived from MOPAN assessments and other relevant studies, reviews, assessments, evaluations etc. The Annual Stock Taking Report is an internal MFA document that should include an assessment of

the performance of the organisation, the continued relevance of the Danish strategic partnership, the Theory of Change including and achievement and status of defined results and key issues in relation to Denmark's cooperation with the organisation. The findings and conclusions summarised in the Annual Stock Taking Report should form the basis for adapting the Danish organisation strategy and priorities if found necessary. The Annual Stocktaking Report should also serve as the background for annual consultations and High Level Consultations and when preparing a possible new Organisation Strategy.

The ASR should analyse how responsive the organisation has been to Danish priorities and lastly possible synergies obtained with broader Danish foreign policy and other Danish instruments. If a contact group has been established, this forum will be used for a discussion on progress, strategic developments and lessons learnt. The annual stocktaking report will furthermore feed into the annual action plan for the coming year.

Responsible units must file the reports in 360º.

13. Financial Management and Anti-Corruption

All information regarding disbursements, interest, spending of the grant and reporting procedures, administrative overheads, accounting and audits can be found in the [General Guidelines for Accounting and Auditing of Grants channelled through Multilateral Organisations](#).

The Organisation Strategy must address the organisation's efforts to combat corruption and misuse of funds, thereby emphasising the importance of anti-corruption in Danish development cooperation. As a general rule, the responsible units are required to follow the organisations' efforts to combat corruption and address financial irregularities on an on-going basis (for more detailed instructions see [MFA webpage](#)). Denmark should use all dialogue opportunities to encourage the organisation in question to be as transparent as possible with regard to information to the governing bodies and advisory groups on on-going investigations and concluded cases. The anti-corruption efforts should also be assessed by the responsible MFA units in mid-term reviews of the Organisation Strategy and be reflected in the mid-term review reports. (ref. template for TOR, Annex IV).

In addition, there are two main avenues for dealing with corruption/financial irregularities and ensuring good anti-corruption practices.

Firstly, with regard to multilateral core contributions, cases MULTIt be reported if they are of a certain magnitude, systematic form or nature that specifically relates to Danish interests. Such reporting should be made in accordance with the Ministry's [Instruction on Reporting Information to Rigsrevisionen (The National Audit Office of Denmark)](#) (MFA use only).

Secondly, the responsible units should review, at least on an annual basis, the organisation's efforts to fight corruption and financial irregularities. This should be based on official reporting by the organisation to its governing body or other relevant channels of reporting. This review should be

uploaded on the dedicated anti-corruption [MFA webpage](#) The organisations, for which such updates should be submitted, are listed in Annex III.

14. Filing and Registration of Data

All the below reports must be filed in 360º.

- Organisation Strategies including overview document
- Financing Agreements
- Annual Action Plans prepared by the responsible unit
- Preparatory notes, minutes/reports from high-level consultations, decentralised annual consultations, and replenishments
- Minutes/reports from relevant meetings (of governing bodies etc.)
- Annual Stocktaking Reports prepared by the responsible unit
- Audit reports (including copy of receipt of funds, approval of no-cost extensions, and certified financial statement, where relevant

When a finance agreement with an organisation has been signed an if relevant, the document should be deposited with the Treaty Collection. The responsible unit must send the original document of the treaty together with a request (see formats) to Treaty Collection at DKJUR. The responsible unit must also scan the signed original document and upload it to 360º.

Immediately after the date of entry into force of the finance agreement, the responsible unit must send an electronic request to traktat@um.dk. Read more in the Guidelines for Treaties [Guidelines for Treaties](#)[14].

Please note that each appropriation of funds (each Frame involved, at Activity-level in Denmark's Finance Act) requires separate grant-registration in the PMI, and represent the approved amount for the entire strategy period.

The information in the factual **one-page overview** of the organisation and the Danish cooperation should be updated and uploaded to 360º when there are new financial contributions to the organisation during the implementation period.

Apart from statistical reporting to the OECD-DAC, Denmark provides digital updated publication of management data in compliance with the IATI standard. Many multilateral partners have themselves become IATI-reporters, and mutual benefits should be pursued in the areas of traceability and communication of results. The responsible MFA unit will annually update aid management systems through the Results Framework Interface (RFI) focusing on the results areas prioritised by Denmark in the Organization Strategy using the organisations own indicator framework. The results will be visualised on www.OpenAid.dk . For recipient organisations

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[14] The representation/department shall not provide a résumé text, as DKJUR and LEARNING/TILSKUD have agreed on a standard text for résumés.

already reporting in the IATI-format, the results reported by MFA through RFI are done in such a manner that they are not counted twice.

For core support including soft earmarking to multilateral organisations the annual reports from the organisation that together cover the grant period suffice as documentation for the use of the disbursed funds. A Final Results Report / project completion report is not required for regular core contributions (including soft earmarking).

ANNEXES:

Annex I – Content and format of Organisation Strategies

Organisation Strategy for: [organisation]

I. Objective:

This text can be used in all Danida Strategies:
"This Strategy for the cooperation between Denmark and [organisation] forms the basis for the Danish contributions to [organisation], and it is the central platform for Denmark's dialogue and partnership with [organisation]. It sets up Danish priorities for [organisation's] performance within the overall framework established by [organisation's] own strategy. In addition, it outlines specific goals and results vis-à-vis [organisation] that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of results through its efforts to pursue specific goals and priorities."

II. The organisation:

This section provides basic data about the organisation, its mandate and mission, decision-making and management structure, financial situation, operational focus, etc. Danish contributions to the organisation over the preceding period can be presented in annexes. Focus should be on relevant facts, statistics, figures, etc. in boxes, so that the descriptive section can be brief and comprehensible.

III. Lessons learnt, key strategic challenges and opportunities:

Presents a summary of the analysis carried out in preparing the Strategy. It should include a qualitative assessment of the relevance, comparative advantage, strength and weaknesses, threats and opportunities of the organisation (ref. the tool box in annex II) in the context of the international aid architecture. Lessons learned from previous engagement should be analysed and concrete examples of potential synergies with other Danish bilateral programmes and instruments should be highlighted. Independent evaluations, including MOPAN assessments, (if any) should be referred to.

IV. Priority areas and results to be achieved:

Presents the priority areas chosen from the organisation's strategy, oriented by the general Danish strategic priorities. 1-5 thematic priority areas should be chosen, as well as one related to organisational effectiveness, including reform and anti-corruption. For each priority area it should be described what are the rationale and the main results to be achieved during the Strategy. It should be clear how and why priority results are set and how their achievement will be documented and communicated. The relevance of the expected results to the organisation's own strategy as well as to Danish priorities should be clear. The identified results and the way to monitor them should be (fully) aligned with the organisation's results framework, which (or relevant sections as appropriate) should be included as an annex. Danish priorities not directly included in the

organisation's results framework should be highlighted in the text with an indication of how Denmark intends to ensure progress towards these (e.g. advocating for these to be part of the next strategic plan).

V. Danish approach to engagement with the organisation

Describes how Denmark will engage with the organisation in terms of dialogue, monitoring, coordination with other development partners supporting the organisation. Considerations regarding the resources required for managing and monitoring the support by the responsible unit should be included.

VI. Budget:

A plan of total financial support for the duration of the Strategy based on information from the latest approved Finance Act, and on preliminary budget figures for subsequent years.

VI. Risks and assumptions Analysis of major risks, risk responses, and assumptions.

Annex II – Tool box for Organisation Strategies: priorities, objectives and indicators

<table>
<tr><td colspan="4">The relevance of the organisation in relation to the development in international framework conditions and new actors</td></tr>
<tr><td>Present and new challenges</td><td>Relevance in relation to the development in global power structures, including new actors</td><td>Legitimacy/representation</td><td>Overall effectiveness (as a platform and norm entrepreneur, operatively)</td></tr>
<tr><td>What is the main role and potential of the organisation in the international architecture in the light of present and new challenges?</td><td>How are new actors engaged and how can the organisation secure its own relevance in relation to new fora and initiatives?</td><td>What efforts are used in reforming the international system to ensure legitimacy and global representation?</td><td>Does the organisation contribute to the development of common conceptual and organisational frameworks that enhance the effect of the effort of the international community?</td></tr>
<tr><td colspan="4">The relevance and effectiveness of the organisation in relation to the international development and humanitarian agenda, and the organisation's reform process to stay relevant and efficient. What are the Strength, Weaknesses, Opportunities and Threats?</td></tr>
<tr><td>Objectives for contributions to SDGs and other key development and humanitarian goals</td><td colspan="2">Objectives for the operational effectiveness</td><td>Objectives for the organisational efficiency</td></tr>
<tr><td>Contribution to realising the international community's and the developing countries' efforts in achieving results.</td><td colspan="2">Aiming towards contributing to agreed objectives, including effective cooperation with others.

How well is the organisation doing with regard to adaptive management (deliberate learning strategy, attention to local ownership and dynamics, policies, procedures and practices which are conducive to adaptation when needed)?</td><td>Controlling business procedures, human resources and financial means with the aim of being more efficient.</td></tr>
<tr><td>What concrete contributions does the organisation provide for the achievement of agreed objectives (norms,</td><td colspan="2">How is the organisation performing as regards focus of its mandate, adherence to the, the One-UN reform</td><td>How is the organisation performing in relation to objectives for its organisational efficiency, including response time, cost awareness, the</td></tr>
</table>

development, SDGs, ability to respond to humanitarian crisis on the basis of humanitarian principles)?	programme, adherence to the organisation's own objectives for effectiveness (quality of efforts, reaction capability, achievement of results, reviews, assessments and follow up on financial and audit reports), effectiveness as a norm-setting platform?	chosen business model including chains of command and decentralisation, the administrative efficiency, development of an adequate and up-to-date Target and Performance Management, financial management and prevention and controlling corruption?

The relevance of the organisation in relation to Denmark's priorities in development policy and humanitarian action			
The relation between the core mandate of the organisation and the Danish humanitarian priorities and priorities in development policy.	Concrete contributions within the Danish priorities in development policy.	The organisation's effectiveness and relevance.	Opportunities for influence.
To what extent is there convergence between the core mandate of the organisation and main activities and the Danish humanitarian and development policy priorities and the Danish Government's 4 years plan?	What important contributions does the organisation give within its core mandate for achieving significant objectives important for Denmark's priorities in humanitarian and development policy and the Danish Government's 4 years plan? What are the potential synergies with other Danish bilateral programmes and instruments should be highlighted.	Does the organisation manage to secure and enhance its relevance and effectiveness in efforts of particular importance for Denmark?	What opportunities does Denmark have bilaterally and in cooperation with others to get the organisation to prioritise Danish key issues and enhance its effect and relevance in the areas concerned, including by means of core contributions/earmarking?

Annex III - Multilateral and international organisations, Organisation Strategies, responsible units[15]

Organisation	Full name of organisation	Responsible unit
ADB / AsDF	Asian Development Bank / Asian Development Fund	ALO
AfDB / AfDF	African Development Bank / African Development Fund	APD
CERF	UN Central Emergency Response Fund	HCE
CGIAR	Consultative Group on International Agricultural Research	LEARNING
CIF/GCF	Climate Investment Funds/Green Climate Fund	MULTI
FAO	UN Food and Agriculture Organisation	Embassy Rome
GEF	Global Environment Facility	MULTI
GPE	Global Partnership for Education	MULTI
GGGI	Global Green Growth Institute	MULTI
GWP	Global Water Partnership	MULTI
IADB	Inter-American Development Bank	Embassy, Washington
IAVI	International AIDS Vaccine Initiative	APD
ICG	International Crisis Group	SP
ICRC	International Committee of the Red Cross	UN, Geneva
IDH	Sustainable Trade Initiative	GJL
IIED	International Institute for Environment and Development	MULTI
ILO	International Labour Organisation	UN, Geneva
IMF	International Monetary Fund	Embassy, Washington
IOM	International Organisation for Migration	UN, Geneva
IPM	International Partnership for Microbicides	APD
IPPF	International Planned Parenthood Federation	APD
IUCN	International Union for the Conservation of Nature	MULTI
NDF	Nordic Development Fund	MULTI
OCHA	United Nations Office for Coordination of Humanitarian Affairs	HCE
OECD	Organisation for Economic Cooperation and Development	OECD Del., Paris
OHCHR	Office of the High Commissioner for Human Rights	UN, Geneva
UNAIDS	Joint United Nations Programme on HIV/AIDS	UN, Geneva
UNDP	United Nations Development Programme	UN, New York
UN BCPR	UNDP's Bureau for Crisis Prevention and Recovery	UN, New York
UNEP	United Nations Environment Programme	MULTI
UN DPA	United Nations Department for Political Affairs	UN, New York
UNESCO	United Nations Educational, Scientific and Cultural Organisation	MULTI

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[15] The list will be revised as and when required.

UNFPA	United Nations Population Fund	UN, New York
UNHCR	United Nations High Commissioner for Refugees	UN, Geneva
UNICEF	United Nations Children's Fund	UN, New York
UNIDO	United Nations Industrial Development Organisation	MULTI
UNMAS	United Nations Mine Action Service	SP
UNODC	United Nations Office on Drugs and Crime	SP
UNRWA	UN Relief and Work Agency for Palestine Refugees in Near East	Rep. Ramallah
UNWOMEN	UN Entity for Gender Equality & the Empowerment of Women	UN, New York
WB/IDA/IFC	World Bank Group	Embassy, Washington
WFP	World Food Programme	Embassy, Rome
WHO	World Health Organisation	UN, Geneva
WTO	World Trade Organisation	UN, Geneva

Link to updated overview of Organisation Strategies on the MFA homepage:

http://um.dk/da/danida/samarbejspartnere/int-org

Annex IV - Multilateral organisations on which to submit annual anti-corruptions updates[16]

Global Green Growth Institute (GGGI)
The African Development Bank (AfDB) / The African Development Fund (ADF)
The Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)
The Global Partnership for Education (GPE)
The International Planned Parenthood Federation (IPPF)
The EU Commission
The Joint United Nations Programme on HIV/AIDS (UNAIDS)
The United Nations Development Programme (UNDP)
The United Nations High Commissioner for Refugees (UNHCR)
The United Nations World Food Programme (WFP)
The United Nations Children's Fund (UNICEF)
The United Nations Population Fund (UNFPA)
United Nations Entity for Gender Equality and the Empowerment of Women (UN Women)
The World Bank

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[16] The list will be revised as and when required. See also the MFA's website:
http://um.dk/da/danida/oplysning/bekaempelse-af-svindel/omfanget/multilateral-bistand/

Annex V - Quality Assurance Checklist

QUALITY ASSURANCE CHECKLIST[17]

Name of Strategic Partner:	
Danish Contributions in the period	**Date:**
360° **Code:**	**MFA unit in charge**	**Duration of the Partnership:**

Is the grant in accordance with the Danish Strategy for Development and Humanitarian Cooperation?	✓
Has an adequate capacity assessment of the partner been carried out?	✓
Has potential risks been adequately mitigated?	✓
Has in-depth consultations with the partner been carried out?	✓
Has adequate consultations been undertaken with other MFA units to identify Danish priorities for the organisation?	✓

Head of Unit signature

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[17] **This QA check list has to be signed for core including soft-earmarked contributions below 10 million annually**

Annex VI – Template for Annual Action Plan

ANNUAL ACTION PLAN

Name of Strategic Partner:	
Total Danish Contributions in the period (core support including soft earmarked support, earmarked (except at the country level):	**Date:**
360º **Code:**	**MFA unit in charge**	**Duration of the Partnership:**

What are the Danish priorities for the coming year (based on the Organisation Strategy and the evolving context)?

for the coming year:

Forum	Key issues	Danish position
Board meeting (s)		
Consultations (high-level, decentralized)		
Informal dialogue		
Other….		

Which concrete synergies will be pursued during the year? -With bilateral cooperation at the country level? -Synergies with other Danish instruments? -With Danish diplomatic initiatives aimed at improving international norms and standards?

ANNUAL STOCKTAKING REPORT

Name of Strategic Partner:	
Total Danish Contributions in the period (core support, soft-earmarked support, earmarked support (except at country level):	**Review Date:**
360°**Code:**	**MFA unit in charge**	**Duration of the Partnership:**

Performance: Most significant changes that the strategic partnership has contributed to in Danish priority areas (maximum 5 bullets)

Theory of Change and Assumptions: Lessons learnt during the year with regard to the Organisation's Theory of Change- are the underlying assumptions and risks still valid? (1/2 page)

What has been the outcome of the Danish efforts to influence the organization: What worked and what worked less well? Alliance with others? How receptive has the organization been? Is there a need to adapt the Danish strategic approach? (1/2 page)

Which concrete synergies have been pursued during the year (1/2 page)

-With bilateral cooperation at the country level?

-Synergies with other Danish instruments?

-With Danish diplomatic initiatives aimed at improving international norms and standards?

Annex VIII – Standard Terms of Reference, multilateral contact groups

<u>1. **Objective**</u>
The aim of the multilateral contact groups is to be a forum for a more systematic sharing of knowledge, monitoring results, and a more active application of Danish experiences with the multilaterals from HQ and the country level in the normative work of and policy dialogue with the multilaterals and vice versa.

It is in the contact groups that exchanges on all aspects of relevance to Danish collaboration with the multilateral organisation will be taken in as far as they relate to the performance of the organisation, the preparation of organisation strategies and the use of multilateral advisers.

<u>2. **Format**</u>
The contact groups will have a lean, informal structure and meet as and when needed at the initiative of the unit, which manages Danish cooperation with the organisation in question.

<u>3. **Scope of work**</u>
The work of the contact group will include, but not necessarily be limited to, the following tasks:

- Assess developments in the organisation and Danish policies and discuss the annual plan?

- Discuss the preparation of new organisation strategies and strategic partnerships

- Analyse proposals for new multilateral advisers and share experiences about their use at HQ and field level.

- Share experiences from the ongoing work with multilateral organisation and their performance and results based on written input by the embassies to a questionnaire prepared by the responsible unit as well as assessments made by other development partners.

- Discuss the one-page annual action plan for Danish engagement with the organisation, which outlines – within the framework of the organisation strategy – 4-5 concrete key actions which will be pursued vis-à-vis the organisation with concrete benchmarks against which to assess performance.

- Assist in preparing presentations as relevant to the Council for Development Policy on the support to or performance of the multilateral organisation.

- Discuss proposals for new initiatives/earmarked grants to the organisation at the initiative of the unit responsible for the grant.

<u>4. **Management and members**</u>

The contact group is established and chaired at a sufficiently high level by the unit in charge of collaboration with the multilateral organisation.

Members of the contact group are, apart from the responsible unit, 3-4 bilateral missions with experience from working with the organisation in question.

After the video conference meetings, the responsible unit/mission will circulate via email a brief summary of the conclusions from the meeting indicating any follow-up and the ones responsible.

5. Timing of meetings
Meetings are called for by the responsible unit as and when it is deemed relevant and necessary, normally with at least 3 weeks' notice.

Members can ask the chair to call a meeting if/when issues within their respective portfolios warrant a discussion.

Danish Organisation Strategy
for XXXXX

[This "one-pager" is prepared for all organisation strategies]

Introduction:

Key results:
[Examples of key result planned to be achieved at the end of programme:]
-
-
-

Justification for support:
[Why is this support necessary and relevant, how does it relate to Danish and partner country priorities:]
-
-
-
-

How will we ensure results and monitor progress:
[How will the programme succeed and how will this be documented:]
-
-
-
-

Risk and challenges:
[What are the main risks and challenges for this programme to achieve intended results and objectives, are mitigation measures possible to manage risks:]
-
-
-
-

File No.	
Responsible Unit	

Mill.	20xx	20xx	20xx	20xx	total
Commitment					
Projected ann. Disb.					
Duration of strategy					
Finance Act code.					
Desk officer					
Financial officer					

SDGs relevant for Programme

No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production
Climate Action	Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals	

Budget

Danish involvement in governance structure
-
-
-
-

Strat. objectives	**Priority results**	**Core information**