



Guidelines to

# **The Center for Church-Based Development fund**

**January 2021**

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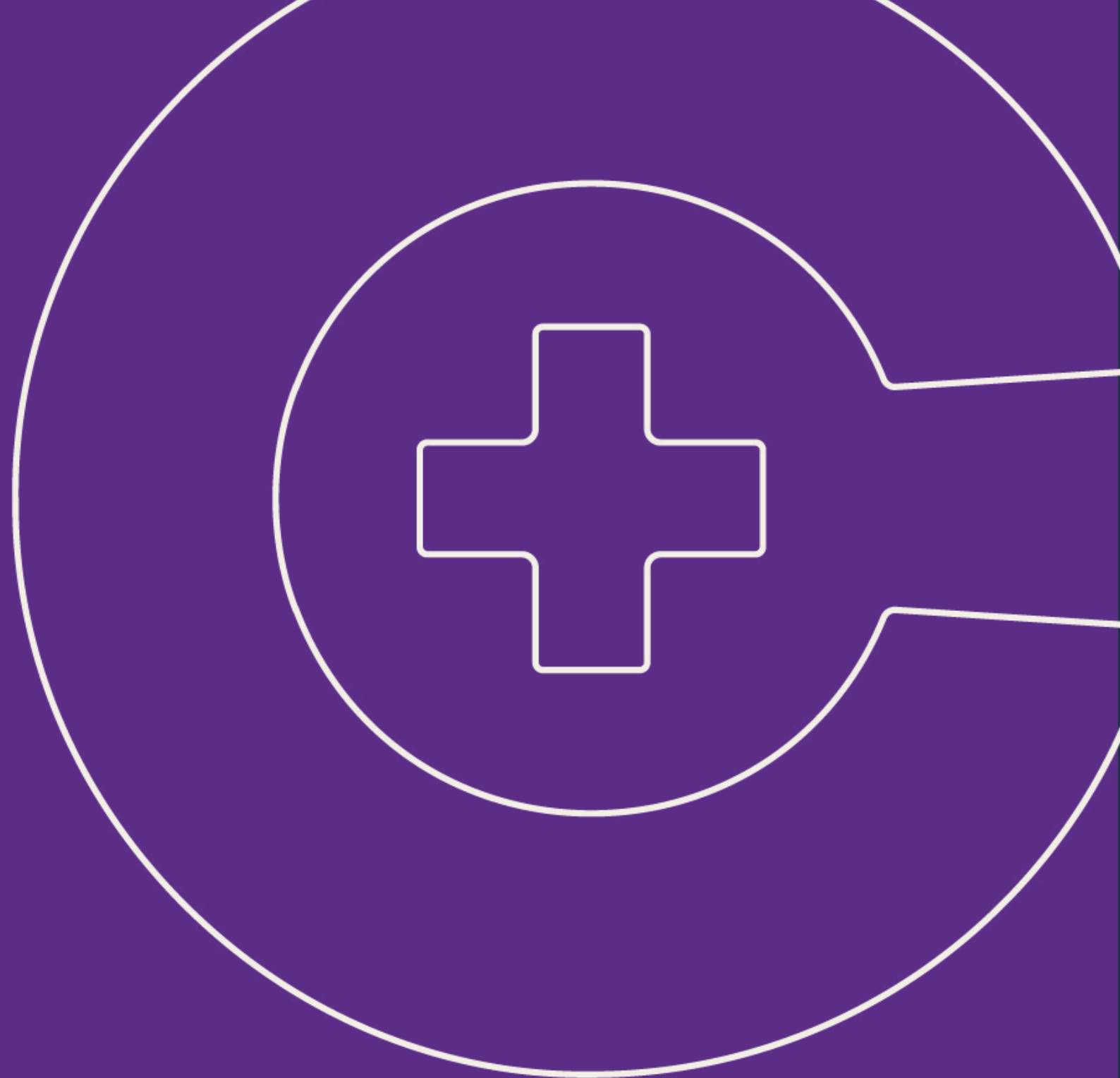
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Guidelines to

# the CKU fund

The CKU fund is a source of support to Danish civil society organisations. Whereas from 2020 the separate support window for Freedom of Religion or Belief is open to both members as well as non-members, the ordinary CKU fund is open only to members of the Danish Mission Council Development Department (CKU).



The following guidelines are aimed at the CKU member organisations and describe the possibilities within the ordinary CKU fund (the “CKU fund” in the following). Please find the separate guidelines of the FoRB-window on the CKU website. The CKU fund is financed by the Danish Ministry of Foreign Affairs, and it enables CKU members to carry out development projects in cooperation with their partners.

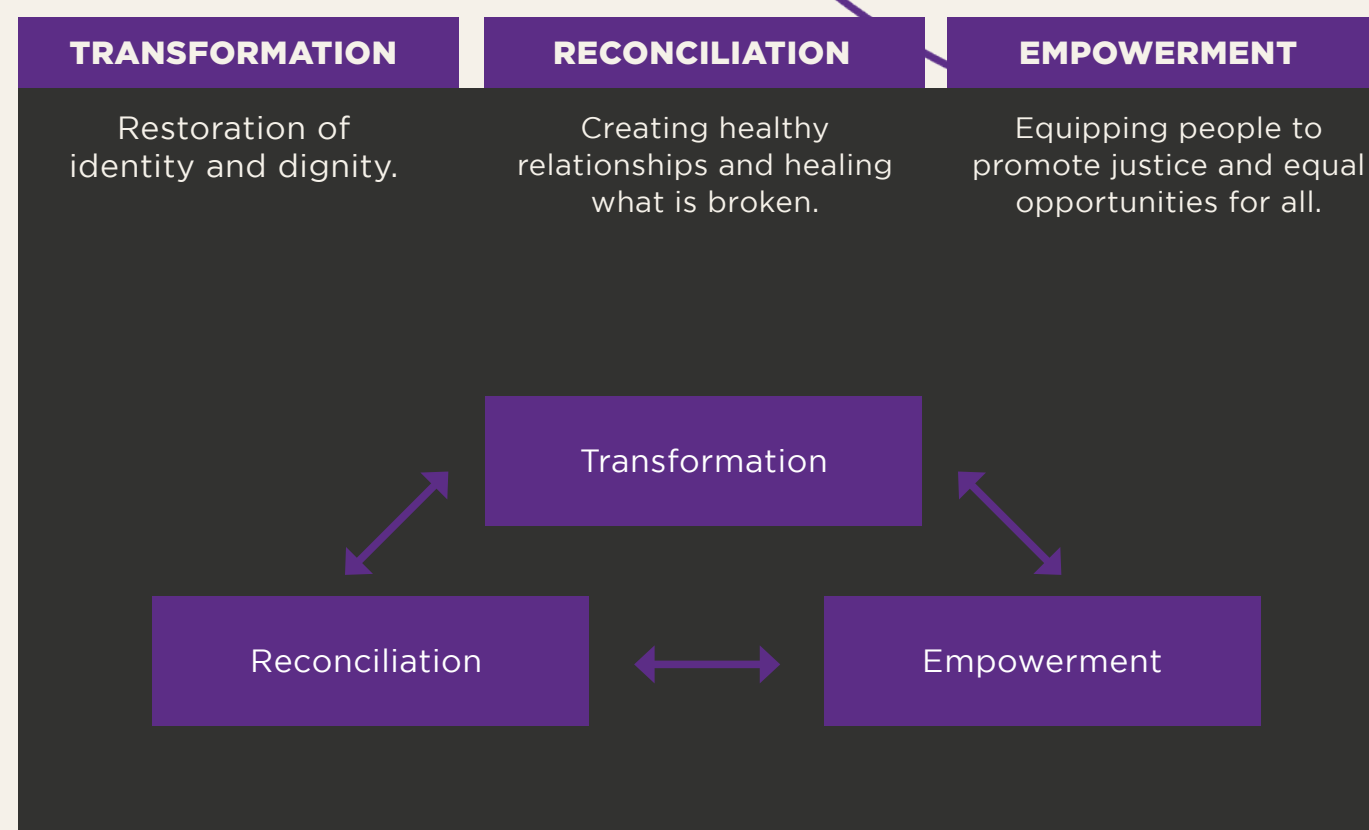
The overall objective of the CKU fund is to reduce poverty and promote human rights in order to improve the opportunities for people to develop the potential within themselves and in the wider community.

The purpose of the CKU fund is to support member organisations and their partners in the fostering of local development processes through an international diaconal programme.

To CKU, the word “diakonia” denotes the service of the Church for people in need, for justice, and for creation. Accordingly, CKU supports interventions, which, based on Christian values, promote justice, the strengthening of human dignity and living conditions, and the protection of creation. Transformation, reconciliation and empowerment are three key concepts for CKU. Reconciliation and empowerment are not add-ons to transformation, but rather the preconditions necessary for transformation to be possible. Likewise, transformation and reconciliation can lead to empowerment, and empowerment to reconciliation and transformation. The three key concepts are mutually connected in CKU’s perception of development.

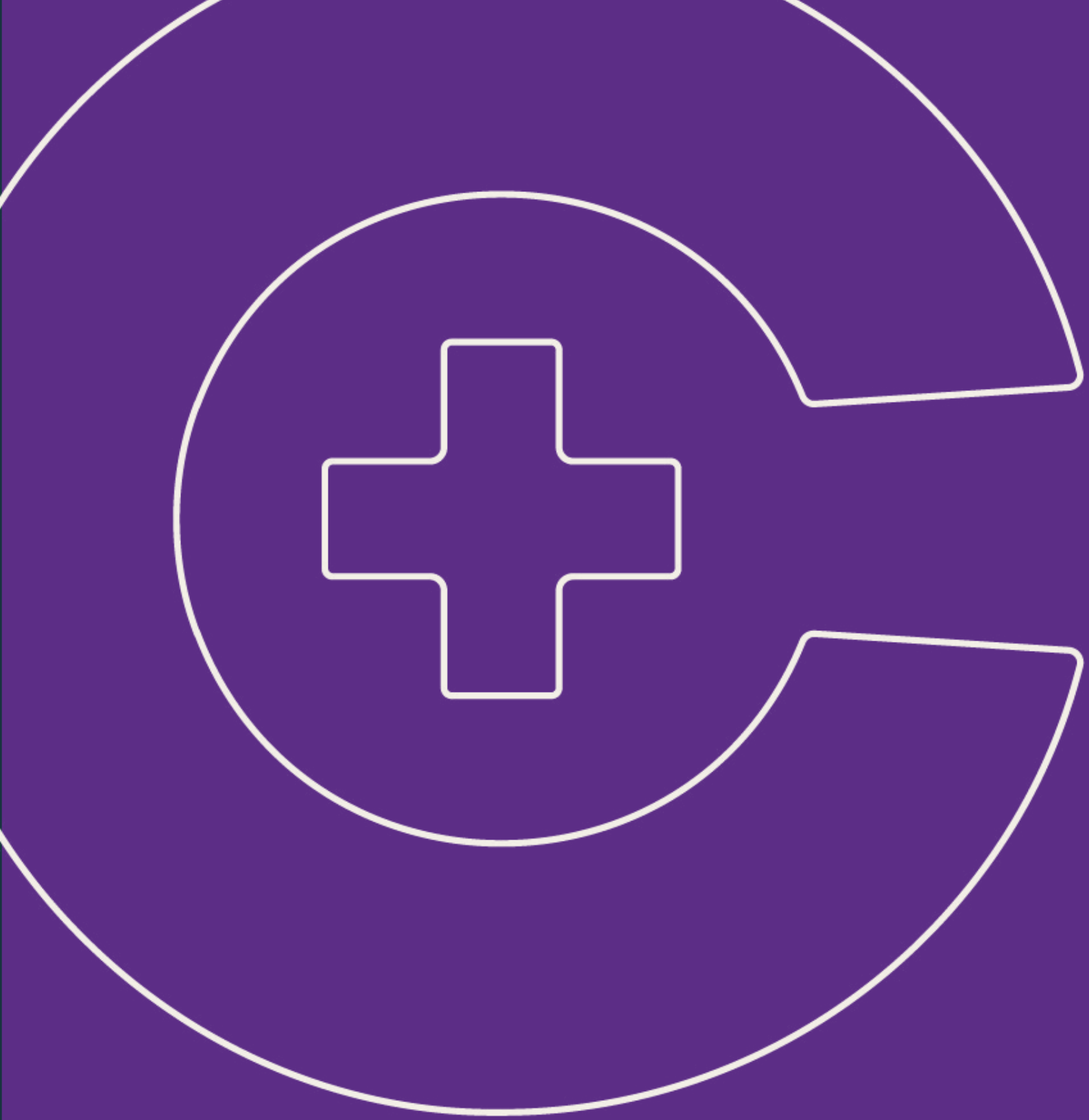
*Read more about diakonia and church-based development work on page 28-30.*

### CKU’S DIAKONIA-INSPIRED DEVELOPMENT TRIANGLE



More information about the CKU's change triangle can be found at [www.cku.dk](http://www.cku.dk)





The Framework of

# the CKU fund

CKU funding comes from Danida, the development cooperation programme of the Danish government. The framework for the CKU fund therefore reflects the Danish government's strategy for development cooperation and humanitarian action, "The World 2030". This means that applications are assessed according to a rights-based approach and that interventions should work towards achieving the UN Sustainable Development Goals.



The Danish government has set down the priorities for NGO support in its “Policy for Danish Support to Civil Society”. The overarching objective of Danish support for civil society is to contribute to the development of a strong, independent and diversified civil society in the developing countries.

## **CIVIL SOCIETY - THE KEY TO DEVELOPMENT**

A society can be described by the following categories:

- › State - the public sector.
- › Market - the private sector.
- › Civil society - civil society organisations, communities of shared interest etc.

Civil society is an umbrella term for popular groups and communities of interest in the society which reaches beyond the family. It includes, for example, faith-based organisations, trade unions, interest groups, cooperative movements, lobby groups, etc. The partners of CKU’s member organisations come from many different groups in society and are particularly experienced in engaging leaders and volunteers in church-based and diaconal networks.

The development work focusses on developing civil society because civil society organisations play a vital role in countries characterised by social inequality, lack of resources and weak institutions. Civil society groups often work to ensure that marginalised groups are given a voice, and civil society organisations may monitor the fair distribution of resources.

A strong and independent civil society contributes to the promotion of democracy and is essential to long-term poverty reduction and achievement of the UN Sustainable Development Goals (SDGs). Churches and diaconal networks have a special mandate and network to ensure that no one is left behind, which is a basic principle within the SDB way of thought. Churches and faith-based organisations will typically continue to be active in the intervention area after the end of the project. This contributes to lasting change.

A strong civil society ensures, among other things:

- › ordinary citizens can influence society towards justice.
- › all citizens have the opportunity to fight for their rights.
- › marginalised groups are heard and seen.
- › state and market are held accountable for their actions and priorities.



## **CHURCHES AND CHRISTIAN ORGANISATIONS - PART OF CIVIL SOCIETY**

Churches and Christian organisations are active parts of civil society. In a development context, the Christian community in churches and Christian organisations (in Denmark and internationally) is a special asset, which can ensure a good and sustainable civil society development.

In partnerships between churches and faith-based organisations there is cooperation beyond borders to take on a diaconal responsibility. This enables churches and faith-based organisations to become active and positive civil society actors, bringing lasting changes in their communities.

A long-standing and extensive knowledge of the partner country, its culture and traditions, its challenges and opportunities, are added values, which churches and Christian organisations can emphasise in their applications to CKU.

It is important to CKU that the special resources, which are characteristic to churches and faith-based organisations, are brought into play in the development interventions, to benefit poor and marginalised people regardless of their background.

## **POPULAR INVOLVEMENT**

The member organisations of CKU are characterized by a large base of support in the churches of Denmark. Denmark’s Strategy for Development Cooperation and Humanitarian Action stresses the importance of organising development cooperation in a way which ensures this popular support in Denmark. Accordingly, CKU emphasizes that development interventions be anchored as much as possible in the popular base of the Danish member organisations. This can be done in various ways, such as information activities and involvement of volunteers.





## RIGHTS-BASED DEVELOPMENT

Human Rights are at the base of a rights-based approach to development work. Human rights include political and civil rights, such as freedom of speech, freedom of religion or belief, freedom of association etc., and economic, social and cultural rights, such as the right to education and health.

CKU considers a rights-based approach to be central in development work.

Development projects that build on a rights-based approach seek to change the structures and underlying causes of inequality and poverty. The work is based on the principle that all humans are created equal, and that all have the same right to development and equal opportunities.

Therefore, every human is considered a rights-holder. It is the duty of the government and authorities (the formal duty-bearers) to respect and protect the rights of the citizens, but unformal duty-bearers, such as religious leaders and networks, also play a role.

There is a common obligation to promote development and justice among all people, as they all have the same fundamental and indispensable rights. A rights-based approach to development implies that development interventions do not simply aim at meeting the immediate needs of the target groups involved.

Rights-based development is based on a number of principles. In CKU, the following

four principles are applied:

- › **Participation:** Rights-holders are included and participate in decisions and processes, which influence their lives.
- › **Accountability:** To promote responsible, inclusive, and transparent institutions and authorities.
- › **Non-discrimination:** To fight against violations of human rights and the discrimination of vulnerable and marginalised groups.
- › **Empowerment:** To promote the potential of marginalised groups to further their own development.

Read more at: [www.cku.dk/knowledge-center/church-and-human-rights/](http://www.cku.dk/knowledge-center/church-and-human-rights/).





## STRATEGIC PRIORITIES IN THE CKU FUND

CKU supports the development interventions of churches and Christian organisations. Development interventions supported by the CKU fund should also relate to three cross-cutting issues:

# 1

## Gender equality and women's rights

In accordance with Denmark's Strategy for Development Cooperation and Humanitarian Action and number 5 of the Sustainable Development Goals, gender equality and women's rights are a cross-cutting priority in the CKU fund.

The CKU fund supports development interventions, which aim to put an end to discrimination and assaults towards women and promote women's participation in decision making and access to financial resources. Applications for support for development projects must explain how these contribute positively to equality between the sexes; promote women's rights, and how the different living conditions of men and women are taken into account.

Projects aimed particularly at gender equality are expected to prepare a more thorough context analysis, which takes into account structural barriers, which affect men and women, and how the intervention addresses these challenges.

# 2

## Freedom of Religion or Belief for persecuted minorities

The 2018 and 2019 Finance Acts of the Danish parliament specified that "the CKU fund gives CKU members the possibility to strengthen their partners in the global South, so they can be active in civil society and contribute to lasting change in their societies, including strengthening the work for Freedom of Religion or Belief and protection of religious minorities".

In the 2020 Finance Act this opportunity is further strengthened by establishing a special open window for support for interventions promoting freedom of Religion or Belief (FoRB). This window is also open to Danish organisations which are not members of CKU. For CKU member organisations, projects where FoRB is an explicit project goal or integrated as a cross-cutting issue, will be assessed

according to the separate assessment criteria for FoRB (see page 22-23). This applies regardless of whether the application is granted from the ordinary fund or the open FoRB fund. It is still the assessment score which is crucial to whether an application is granted or not.

The right to Freedom of Religion or Belief, as stated in article 18 of the international human rights convention, is the base of the effort of CKU to strengthen freedom of religion or belief. CKU will continue to promote a cross-cutting capacity building project for member organisations, who want to strengthen their capacity to freedom of religion or belief in their own context.

# 3

## Fulfilment of the UN Sustainable Development Goals

CKU acknowledges its responsibility nationally and globally in relation to the UN 2030 Sustainable Development Goals (SDG's), including the principle of "leaving no one behind". CKU wants to strengthen the role and effort of churches and Christian organisations in relation to all SDG's.

As global movements, churches and Christian organisations are in a good position to address global issues, and thereby contribute in a constructive way to achieving the Sustainable Development Goals. CKU prioritises applications for projects, which relate to the content of the SDG's, including advocacy towards decision makers, global partnerships, and reporting indicators, which promote the achievement of the SDG's.

## THE DEVELOPMENT TRIANGLE

The civil society policy framework for the CKU fund emphasises that development projects should strike a balance between:

- › Services
- › Capacity building
- › Advocacy

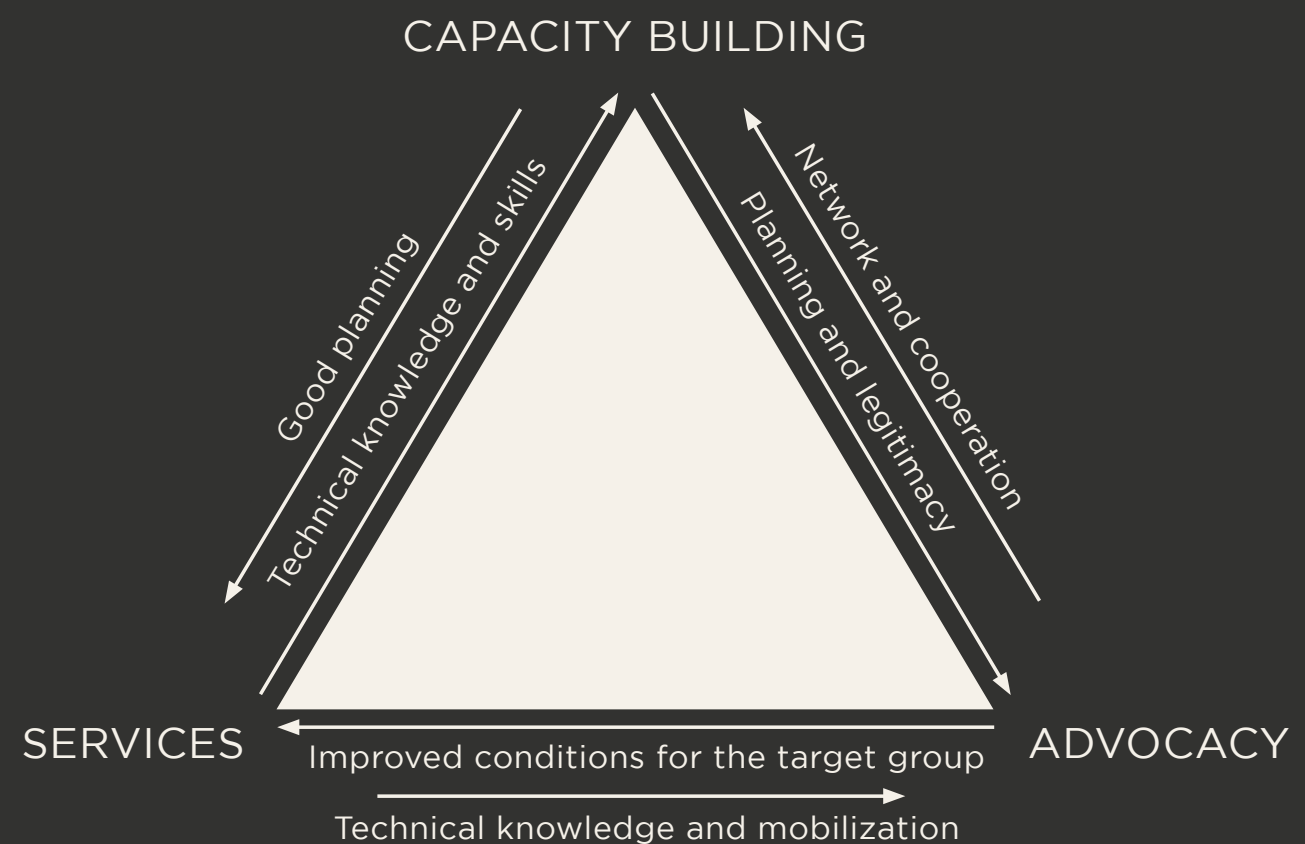
Services to poor populations (eg. building wells and schools) do not in themselves provide lasting and sustainable development. This has led to an increasing focus on developing local organisations and the capacity of the target group to engage in advocacy towards governments in order to promote specific rights.

Strategic services, capacity building and advocacy constitute the 'development triangle'. The model below illustrates how strategic services, capacity building and advocacy interact to influence the root causes of poverty and human rights violations.

## Strategic services

Strategic services can be supported by the CKU fund, but only if of vital importance to strengthening civil society. Activities such as training the target group in agriculture and health, or mobilising the target group in savings groups, can be combined with capacity development of the local partner organisation or farmers' organisation.

For projects over DKK 500.000 services must be connected to initiating advocacy. The development triangle illustrates the connection between services and advocacy. Strategic services can contribute to strengthening technical knowledge, competences and evidence, such as the stories of the target group, which can be used in advocacy. Strategic services can also contribute to innovation, which later can be disseminated in the sector in question.







See CKU's strategy for capacity building here:  
[www.cku.dk/about-CKU/position-paper-and-policies](http://www.cku.dk/about-CKU/position-paper-and-policies)

**Capacity building**

Through capacity building, the partner organisation is developed and its capacity to implement projects is increased. Capacity building also gives increased insight and knowledge to analyse the situation and to see the greater picture and perspective in development work.

Often, churches and faith-based organisation have an extensive network. Capacity building can contribute to strengthening the technical capacity of such partners, their organisation, legitimacy, and sustainability in order to support their role as influential, representative, and responsible civil society organisations.

Capacity building equips and empowers civil society organisations to becoming catalysts for the obtaining of rights for poor and marginalised target groups. Thus, capacity development is at the base of effective advocacy.

Capacity development can, for example, be training of staff or volunteer leaders and other resource persons, in, for example, administration, documentation, mobilisation, rights-based methods, or the strengthening of the partner's board, revenue base and popular anchoring.

**Advocacy**

Advocacy is an organised process with the aim of influencing formal and informal rulers or authorities, for example authorities or religious leaders, to change their policies, practices or behaviour in order to benefit poor and marginalised groups.

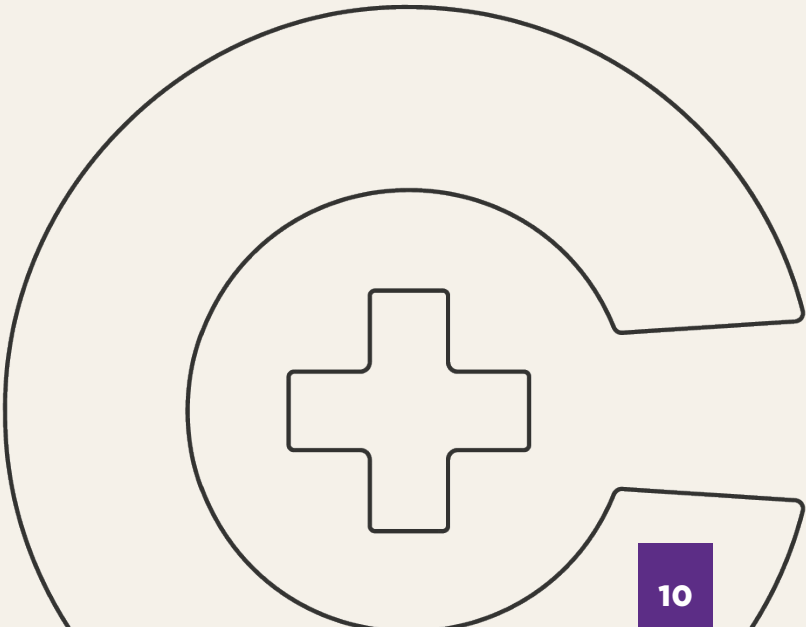
Advocacy interventions help the people groups in question to know their rights and to work towards getting their rights met. Advocacy targets decision makers or the public in order to influence them to ensure lasting improvements for a considerable amount of people. Advocacy can be aimed at local authorities, politicians, local communities or a private company.

It can also be directed at national or international forums. Churches and faith-based organisation often have great credibility in these contexts, as well as a wide network, which can be brought into play.

The strategy for advocacy must be adjusted to the context. Applications for support in fragile situations will therefore be assessed in a more flexible way.

Amongst other things, advocacy can be dialogue with authorities, or training or involvement of authorities. Advocacy can also be mobilization of the local population, or networking with like-minded organisations and actors.

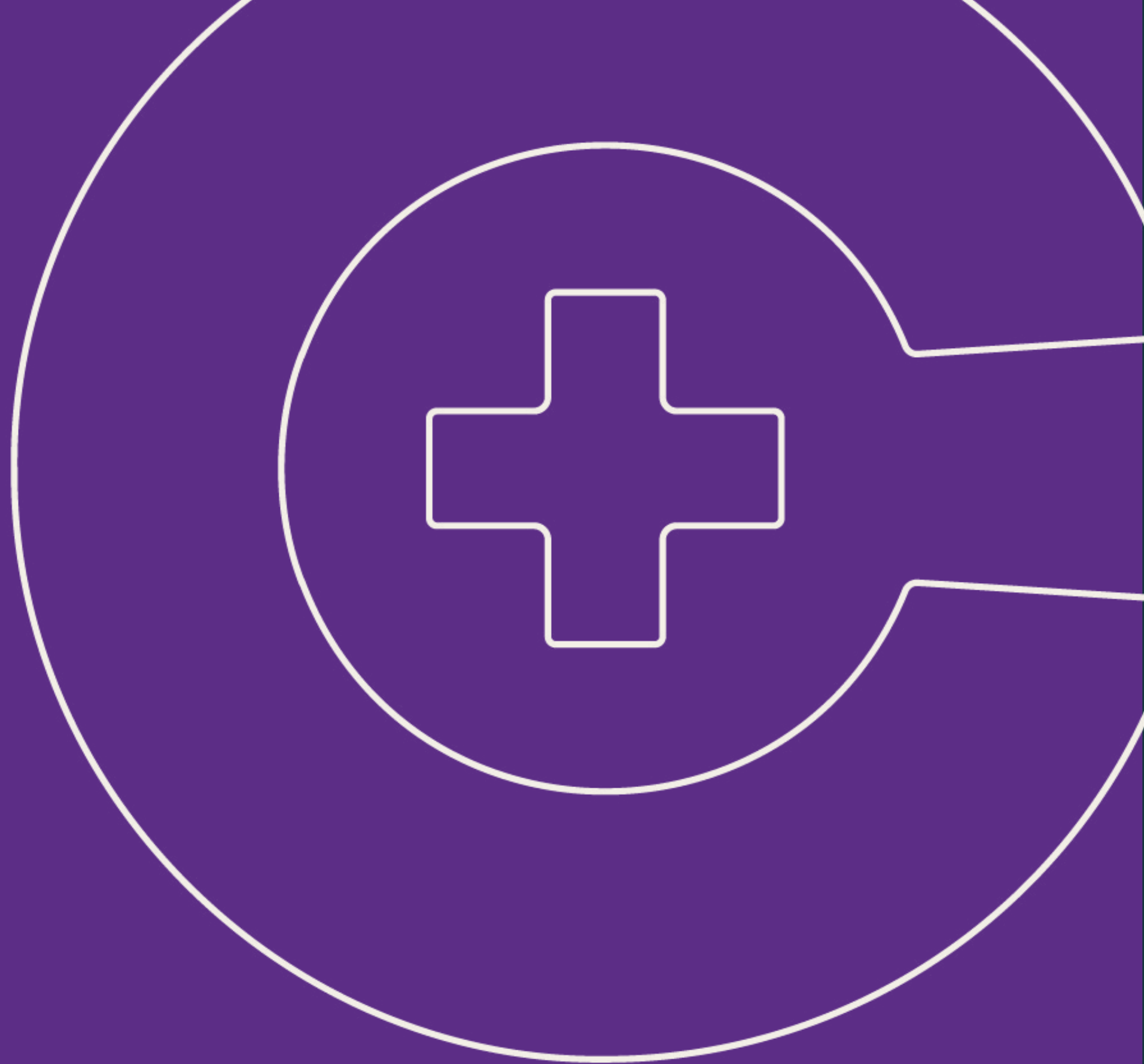
See CKU's advocacy strategy here:  
[www.cku.dk/about-CKU/position-paper-and-policies](http://www.cku.dk/about-CKU/position-paper-and-policies)





# Formal requirements for support

The overall requirement for the support of CKU is that the project or action falls within the framework described above.



## THE CKU MEMBER ORGANISATION

For the ordinary CKU fund, the applicant Danish organisation must be a member of CKU. To become a member, the organisation must subscribe to the CKU purpose and values and must be admitted by the CKU general assembly.

The organisation must have strong and consistent popular support in Denmark. CKU emphasizes that development interventions are anchored as much as possible in the popular base of the Danish member organisations (See page 5). The member organisations must also have statutes, and their accounts must be subjected to audit. The applicant organisation must take full responsibility for applications and grants from the CKU fund.

## THE PARTNERS

To get support from the CKU fund:

- › The partners must have had an active partnership for at least two years. However, smaller interventions, such as partnership activities and feasibility studies are excepted from this rule, as are special strategic focus areas and innovative interventions.
- › All applications must be submitted by and developed in cooperation with the Danish member organisation. The local partner cannot apply to CKU.
- › The implementing partner must have the necessary capacity to implement and monitor the intervention.

## THE RECIPIENT COUNTRY

Support from CKU can be assigned to development projects in countries on DAC's list of developing countries, including lower and upper middle-income countries.

*You can find the DAC list here: [DAC list](#)*

The interventions must be aimed at the reduction of poverty and target marginalised groups, e.g. in pockets of poverty. The general rule, in the assessment of applications, is that the wealthier the recipient country, the more emphasis must be placed on benefitting very poor target groups. And further that the intervention has a catalysing effect, so in the future, the relevant authorities will be able to sustain the intervention in the long term.

## OVERVIEW

### - WHAT CAN BE FINANCED?

#### The CKU fund supports:

- › Cost of activities and local salaries in connection with the project.
- › Investments that are necessary to implement the project.
- › Implementing partners' administrative costs related to the project.
- › Audit.
- › Project monitoring trip.
- › Co-funding of projects which have commitments from other donors - the overall budget and financing plans must be approved.

#### The CKU fund does not support:

- › Creating parallel structures.
- › Isolated equipment supplies, vehicles, buildings and purchase of land.
- › Operating expenses - however, some support can be given for start-up costs for new activities in a project. These costs must be reduced during the project period.
- › Identification of international partners
- › Interventions whose full or partial goal is to evangelise or spread a message related to party politics.
- › Projects involving only church members.
- › Emergency relief.

*More information about the CKU fund on:*

**[www.cku.dk](http://www.cku.dk)**



# Types of Support

Generally speaking, the CKU fund offers support in four areas:

- › Projects
- › Activities
- › Secondment of personnel
- › Supportive activities





### PROJECTS

Amount: Up to DKK 1,000,000.

for example in relation to health, education, children's and women's rights.

### ACTIVITIES

Amount: DKK 50,000-100,000.

may include networking, feasibility studies, capacity building or activities that strengthen the partnership.

### SECONDMENT OF PERSONNEL

Amount: Up to DKK 750,000.

support for a short-term consultant or advisor.

### SUPPORTIVE ACTIVITIES

CKU member organisations have the opportunity to take part in international learning projects, implemented by CKU. These are not included in the regular application procedures.



## PROJECTS

In the following, the various types of projects in the ordinary CKU fund is described. CKU expects the member organisation to contribute to the strengthening of the partner's professional and administrative capacity in the course of the project period through monitoring and close dialogue between the partners. The professional and administrative monitoring may also be undertaken by CKU on behalf of the member organisation.

Please note that the amounts mentioned are maximum limits. You can apply for smaller amounts, for example DKK 200,000 for a project. This can be a good idea for less experienced organisations and partnerships, or for interventions targeting issues that are new to you, as the requirements for smaller projects are fewer. For applications below DKK 200,000 there are no specific deadlines, while the larger projects have semi-annual deadlines.

You also need to give attention to the length of the project period. Shorter interventions with a high budget can be difficult to handle, so you should always consider whether the time frame is long enough to achieve the desired results and ensure the project's sustainability.

CKU can be consulted for additional advice in relation to concrete project ideas from member organisations.

*Further guidance at:*

**[www.cku.dk/about-CKU/funds/CKU-fund/](http://www.cku.dk/about-CKU/funds/CKU-fund/)**

*Application forms are available on:*

**[www.cku.dk/about-CKU/funds/application-forms/](http://www.cku.dk/about-CKU/funds/application-forms/)**

### MAJOR PROJECTS

- up to DKK 1.000,000

- › The aim is to improve the living conditions of poor target groups. A maximum of DKK 1,000,000 can be applied for. However, the total project budget can be bigger, as it is possible to include other external or own financial contributions. There are no limitations on the size of the own contribution.
- › The implementation period is typically between one and a half and three years, depending on budget size and objectives. Larger projects will require some project management experience.
- › The project should contain both capacity building and advocacy. The diaconal mandate, experience, and network of the local partner should be put into play, when relevant. Strategic services can be incorporated, but the application must clearly describe the relationship between services, capacity building and advocacy, and how these elements combined contribute to the desired change.
- › As a rule, the project description and application should be formulated by the local partner, who has identified the problem, and who must be the driving force in the implementation of the project.
- › The application should consider how the project will help strengthen the partnership. It should also describe what value the partnership brings to the project. If relevant, it should be described what role the diaconal identity of the local partner is playing. Larger projects are expected to develop strong partnerships which focus on organisational development, increased legitimacy and sustainability with the partner.

### Phased projects

The CKU fund can support long-term interventions, eg. two project periods of three years. This requires a clear strategy for what will be achieved in phase 1 and phase 2 respectively, as well as clear targets and indicators for each phase.

A phase 2 application is expected to demonstrate progress in relation to phase 1 and to build on lessons learnt. A phase 2 will not automatically be granted.

If a second or third phase is applied for, an external evaluation of the earlier phases must be at hand.





## SMALLER PROJECTS

- up to DKK 500,000

### Small development projects

- › The aim must, as in major projects, be improving the living conditions of poor target groups.
- › Member organisations and/or local partners with less experience in development efforts are obvious candidates as the requirements in terms of project elements such as advocacy will be smaller. The assessment criteria are more flexible, and more room will be given to gathering experience.

### Pilot projects

- › The purpose of pilot projects is to test new methods that can upgrade the existing development work.
- › Must involve dialogue with external stakeholders on the method and the sustainability and dissemination of the method.
- › Stricter requirements as regards documentation of lessons learnt; fewer requirements as regards the size of the target group.
- › The Danish member organisation is expected to be directly involved in the collection of lessons learnt, and it is possible for the application to include a small amount to cover the member organisation's expenses. It is expected that both the member organisation and the implementing partner have some experience as a basis for conducting pilot projects.

### Organisational development

- › The purpose is to develop and strengthen the partner's capacity, so the organisation can implement competent and effective quality development interventions, to the benefit of marginalised target groups.
- › For example, support can be given to work with processes of strategy, management development and structures, institutional sustainability, networking, the integration of a rights-based approach in the organisation, learning processes with a clear aim, etc. Activities for such purposes can be a combination of different training components, workshops for the sharing of experiences, learning visits locally or abroad, etc.
- › Smaller projects can also be used to support a work program, connected to seconded personnel, whose task it is to develop the capacity of one or more partners.

**Smaller projects** includes minor development projects, pilot projects or initiatives that strengthen the partner's organisational development. The intervention period will typically be between one and three years depending on the size of the budget and the aim of the project.





## SPECIAL ACTIVITIES

### PARTNERSHIP ACTIVITIES

- up to DKK 100,000

- › The aim is to promote strong partnerships, mutual understanding and shared visions.
- › CKU can support developing, formalizing or renewal of partnership agreements between Danish member organisations and their international partners, including partnership consultations, which may involve mutual visits.
- › The support cannot be used for regular partnership visit, such as many member organisations do regularly.
- › Requires an own contribution from the member organisation of at least 10 per cent of the allocated grant.

Before applying, read CKU's Partnership Policy on: [www.cku.dk/about-CKU/position-paper-and-policies//](http://www.cku.dk/about-CKU/position-paper-and-policies//)

### FEASIBILITY STUDIES

- up to DKK 100,000

- › The aim is to support the development of project ideas in cooperation with the partner. To get support the partners must have an idea for a potential project, and a concept note and budget for the feasibility study must be provided.
- › CKU does not offer support for the identification of new partners. Nor is support given for the writing of an application.
- › This modality can also be used for clarifying important elements in the last phase of project preparation. For example, technical assistance in deciding on a method for a project.



### CAPACITY BUILDING AND NETWORKING

- up to DKK 75,000

- › The aim is to build the professional, organisational and administrative capacity of the project-implementing organisation, including professional skills within the sectors, in which the partner organisation is involved.
- › The support can cover reimbursement for courses held in partner countries in the region and in special cases in Denmark. It is also possible to apply for the partner organisation's participation in relevant national, regional and international networks, conferences, seminars and workshops, and exchange visits to other churches or organisations in the South, as well as study visits.
- › It is possible to include support for the organizing of events, if two or more international partners of CKU's member organisations are involved.
- › It is possible to apply for support for the development and establishment of monitoring and evaluation systems locally.
- › In certain cases, a staff member or volunteer from the Danish organisation can also take part in the activity, if this is relevant for advocacy in the North.

Before applying, read CKU's Capacity Building Policy on: [www.cku.dk/about-CKU/position-paper-and-policies](http://www.cku.dk/about-CKU/position-paper-and-policies)



## SECONDMENT OF PERSONNEL

### SECONDMENT OF DEVELOPMENT WORKERS

- up to DKK 750,000

- › The aim is to promote local capacity and advocacy through the exchange of knowledge and experience. Development workers will typically have an advisory role and should be associated with a local colleague, whose capacity can be built. The secondment cannot replace a position that could be filled locally.
- › A two-year secondment period (plus any period of preparation) can be supported with up to DKK 750,000. For a one-year period the support can be DKK 400,000. If good reasons are presented, an extension may be supported.
- › The support requires an own contribution from the member organisation of at least 10 percent of the allocated grant.

*For more information (in Danish) see:*

**[www.cku.dk/personel](http://www.cku.dk/personel)**

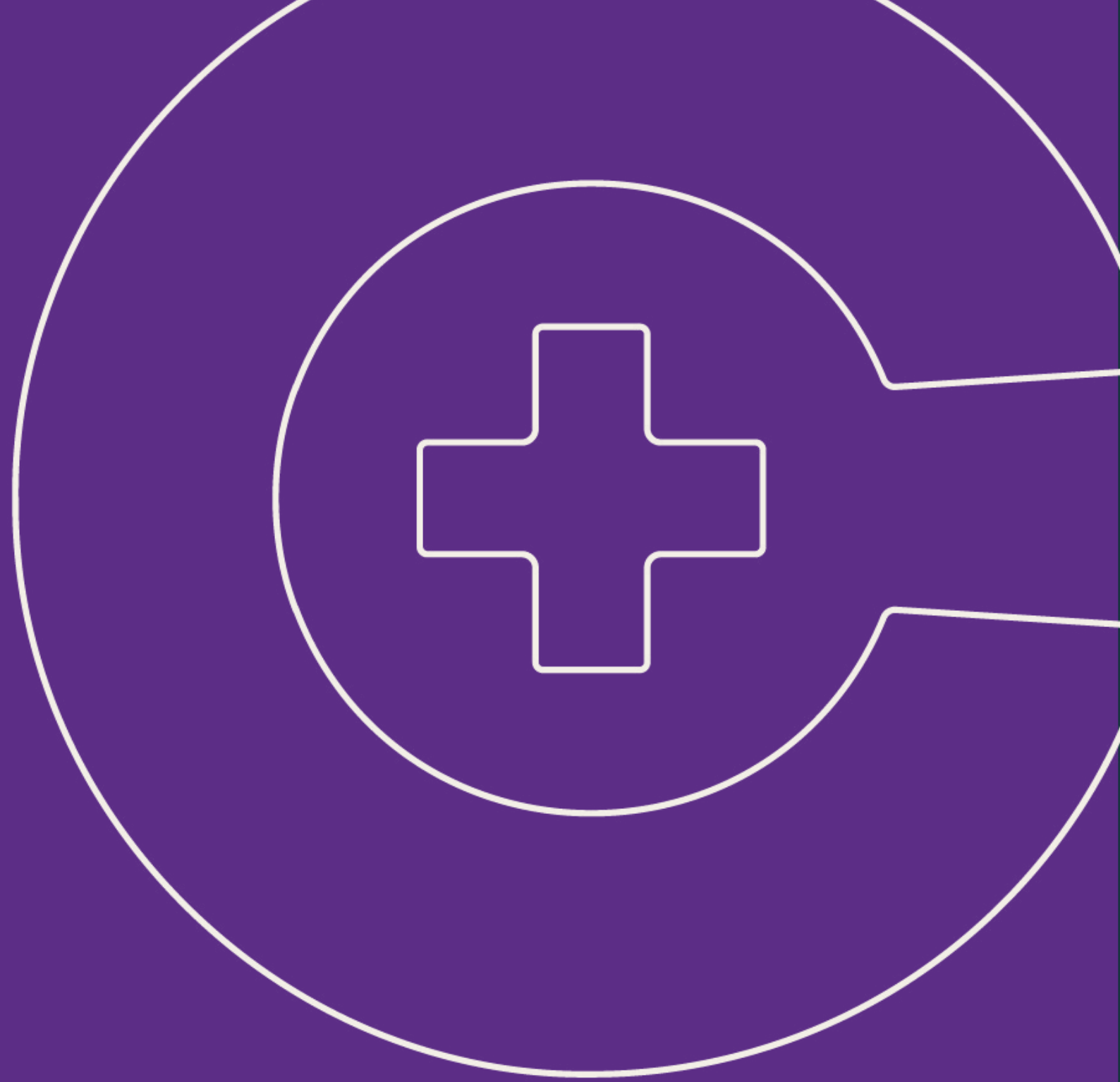
### SECONDMENT OF SHORT-TERM CONSULTANTS AND ADVISORS

- up to DKK 200,000

- › The aim is to develop the capacity the local partner organisation, in order to strengthen its role as a change agent and advocate.
- › The secondment period can be a maximum of six months, which can be divided into several shorter periods in the course of a two-year period.
- › Requires a clearly expressed need for consultancy support from the local partner organisation. Purpose and the course of the consultancy must be planned in close cooperation between partners to ensure local ownership and fruitful cooperation.
- › If the consultant is a non-national, the application must present a good argument that the position cannot be filled locally.







CKU criteria for

# **assessment of applications**

The following section describes the factors that the Assessment Committee takes into consideration when assessing and approving applications for the FoRB-window.



## ASSESSMENT CRITERIA AND PRINCIPLES

All applications are subjected to a combined assessment according to the following criteria:

1. The Danish organisation, its local partner organisation and the cooperation between them.
2. The preparation of the intervention.
3. Target groups/participants and their relation to the intervention.
4. Goal, strategy, coherence and implementation.
5. The intervention's exit strategy and sustainability.
6. The cost-effectiveness of the intervention.
7. The coherence with CKU policies and strategies.

The list of detailed criteria on the following three pages is a comprehensive one, and while it is important that applicants have considered all the criteria, not all sub-criteria are relevant to all applications. A project application will be assessed as a whole and given points (on a scale from 1-4) for each of the criteria. Stronger sub-criteria may compensate for weaker sub-criteria. A general rule is that the bigger the size of the budget, the higher the expectations to the fulfilment of the criteria.

### Interventions promoting Freedom of Religion or Belief

As mentioned earlier, as of 2020 CKU has an open window for support for interventions promoting Freedom of Religion or Belief (FoRB). This window is open also to civil society organisations which are not members of CKU, and it has a separate set of assessment criteria. For CKU member

organisations FoRB project will be assessed according to the separate assessment criteria for FoRB (included in these guidelines on page 22-23). This applies regardless of whether the application is granted from the ordinary fund or the open FoRB window. It is still the assessment score which is crucial to whether an application is granted or not.

Support can be sought for both long-term and urgent interventions. The long-term interventions can, for example, consist of dialogue, diapraxis, education, activities directed at attitude change, and national and international advocacy, while urgent interventions must address ongoing or particular threatening violations of Freedom of Religion or Belief. In these cases, support can be sought for legal assistance and national and international advocacy.

The assessment criteria for the FoRB window can be found as an annex to the regular criteria in these guidelines. You can read more about FoRB and the FoRB window in the guidelines for this window on the CKU website. CKU is ready to give advice and guidance, if you are in doubt whether a project is FoRB or not.

### Interventions in fragile contexts

For applications for support for interventions in fragile contexts, CKU can exercise more flexibility in relation to some of the criteria. For example, the balance between strategic services, capacity building and advocacy could be different, acknowledging that in fragile situations more services might be needed. Likewise, public advocacy can potentially entail high-risk, and it can be necessary to reduce this component. In other situations, where the space for churches and church-based organisations is limited, the diaconal approach can be adapted. It is important that the reasons for the need to be more flexible are well-founded in the application's context analysis and strategy.

## THE ASSESSMENT CRITERIA FOR SMALLER AND LARGER PROJECTS

*Criteria, which only applies to projects above DKK 500,000 are marked in purple.*

### 1. Assessment of the member organisation, the local partner and the co-operation between them:

1.1 As regards the Danish member organisation:

- › Popular foundation and church-based support in Denmark, transparency and democratic structure.
- › The relevance of the intervention to the focus of the member organisation, in regard to other development work and projects, country focus, strategies, etc.
- › The member organisation's professional and/or organisational contribution to the local partner.
- › Relevant technical and organisational capacity, and previous project experience from CISU, Danida, or similar documented experience.
- › Experience and insight in the country concerned, the target group and development issues addressed by the intervention.
- › *Track record: How did the previous interventions turn out?*

If CKU takes care of the specific administrative and technical tasks related to the implementation of a project (see page 25), the member organisation will not to the same degree be assessed on the last four points.

1.2 As regards local (implementing) partners:

- › Popular foundation and local ownership by churches or other parts of the community.
- › Legitimacy in relation to participants, members and target groups, and their issues and interests. It is assessed whether the partner promotes a transparent structure permitting the organisation to be held accountable by members, target groups, and donors.
- › Experience of and insights into the context and the issues the intervention seeks to address.
- › Coherence between the specific intervention and the other activities of the organisation.
- › Relevant professional, organisational and administrative capacity, as well as previous project experience in relation to the content and objectives of the intervention, its scale and annual turnover.



- › Networking and cooperative relations with, for example, authorities, other local, national or international organisations and other donors and sources of finance, including the potential for the intervention to have a catalysing effect.

1.3 As regards the partnership between the member organisation and the local partner, you must be able to demonstrate:

- › The relevance of the intervention in terms of the history and diaconal profile of the partnership – what is the strength of the foundation of the joint intervention?
- › The local partner as the driving force in the formulation of the intervention and to what degree the local partner is responsible for the intervention.
- › Clarity regarding the roles, contributions and responsibilities of each partner.
- › The potential for developing the partnership including the developing the relationship between the partners because of the intervention.
- › The degree of connection between the specific intervention and the broader diaconal work of the member organisation in Denmark or internationally.
- › Track record: What was the performance of previous joint interventions? How was the monitoring and reporting?

## 2. Assessment of the preparation of the intervention

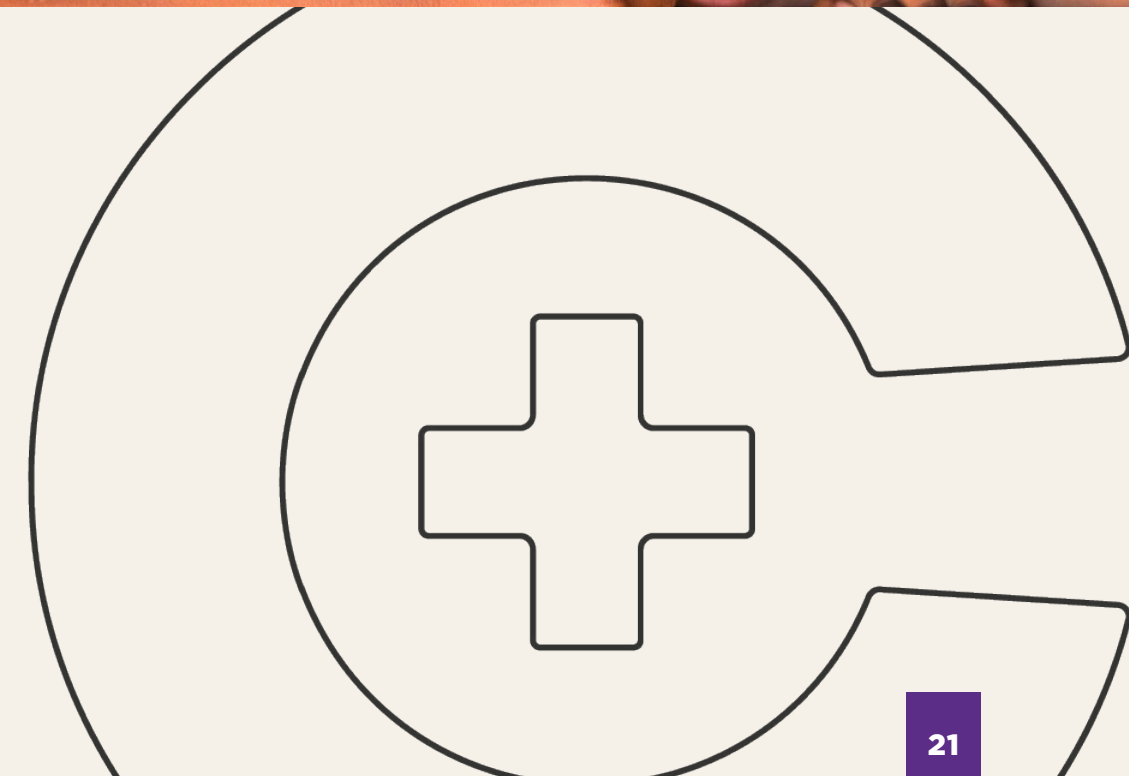
- › The description of the starting point of the intervention (including results of previous phases, ongoing activities etc.), the relevance of stakeholders and agents, the inclusion of the target group in the preparation of the project etc.
- › The quality of the context analysis, including the description of relevant opportunities and challenges in the context, and the strengths and weak-

nesses of the different actors in relation to ensuring sustainable activities. This includes an assessment of the role the local partners and its alliance partners can play as church or faith-based organisation.

- › The quality of a problem analysis, which elaborates on the structural causes of the problems
- › Relevant integration of strategic priorities such as gender, Freedom of Religion or Belief and the Sustainable Development Goals in the preparation.
- › For interventions with gender equality as a project objective: The quality of an analysis of the structural barriers and challenges for men and women respectively, in relation to the cultural, traditional, and legal framework, including a sector analysis of, for example, the legal system.
- › The quality of the stakeholder analysis, unfolding the relation between rights holders and duty-bearers and reflecting upon the special relations and possibilities of the partner.

## 3. Assessment of target groups / participants and their relation to the intervention

- › A strategic description of the composition of the target group in regard to number, gender, age, religion, social position etc. in view of the scope, goals, and poverty orientation of the intervention.
- › The selection of the target group in relation to the preparation of the intervention and the principle of non-discrimination. Including a description of the sub-groups of the target group and the criteria for selection, which makes it plausible that the most vulnerable groups are included.





#### 4. Assessment of the goals, strategy, coherence and implementation

##### 4.1 Objectives, results, and coherence

- › The application of a rights-based approach to achieving the objectives and results.
- › The logical coherence between the objectives, activities, and expected results of the intervention and the problems that it is intended to address.
- › The clarity, measurability and achievability of in relation to the project objectives.

##### 4.2 Strategy and execution

- › The reasoning for the coherence and relevance of balance between strategic services, capacity building and advocacy. Is the intervention well thought through in relation to the potential and challenges in the context and the particular position of the partner?
- › The accordance of the planned methods with accepted professional practice within the sector and the specific geographical area.
- › Relevant integration in the objectives and strategy of strategic priorities such as gender, Freedom of Religion or Belief, and the Sustainable Development Goals.
- › For interventions with gender equality as a project objective: Consideration of the structural barriers, also within churches, and the description of how the intervention will address the problems.
- › The degree of reasonableness and likelihood of the assumptions and risk factors that the intervention is based on.
- › The degree to which the intervention strengthens the capacity of the target group and their potential for improving their own situation.
- › The degree to which the intervention strengthens civil society mobilisation, empowering the target group to pro-

mote their rights – and the rights of others.

- › The quality of the plan for monitoring, evaluation and lesson learning.
- › The degree to which the capacity of duty-bearers to fulfil the rights of the target group is strengthened, if duty-bearers are also part of the target group.
- › The degree to which the intervention strengthens the capacity of the local partner to advocate for the rights of vulnerable groups, and whether the partner is making strategic use of its opportunities and relationships.

#### 5. Assessment of the exit strategy and sustainability of the intervention

- › The plausibility that local partners or target groups are not left in a state of dependency when the implementation period expires.
- › The plausibility that the intervention lead to lasting improvements of the living conditions of participants and target groups and/or of the local partner's capacity, which can be sustained after the implementation period has expired.
- › The plausibility that the intervention's results will spread to other target groups or partners in future.
- › For phased projects: The correlation between the phase applied for and the overall development goal of the entire intervention. Including reflections on the sustainability of the intervention in view of the project's own objectives.

#### 6. Assessment of the intervention's cost-effectiveness

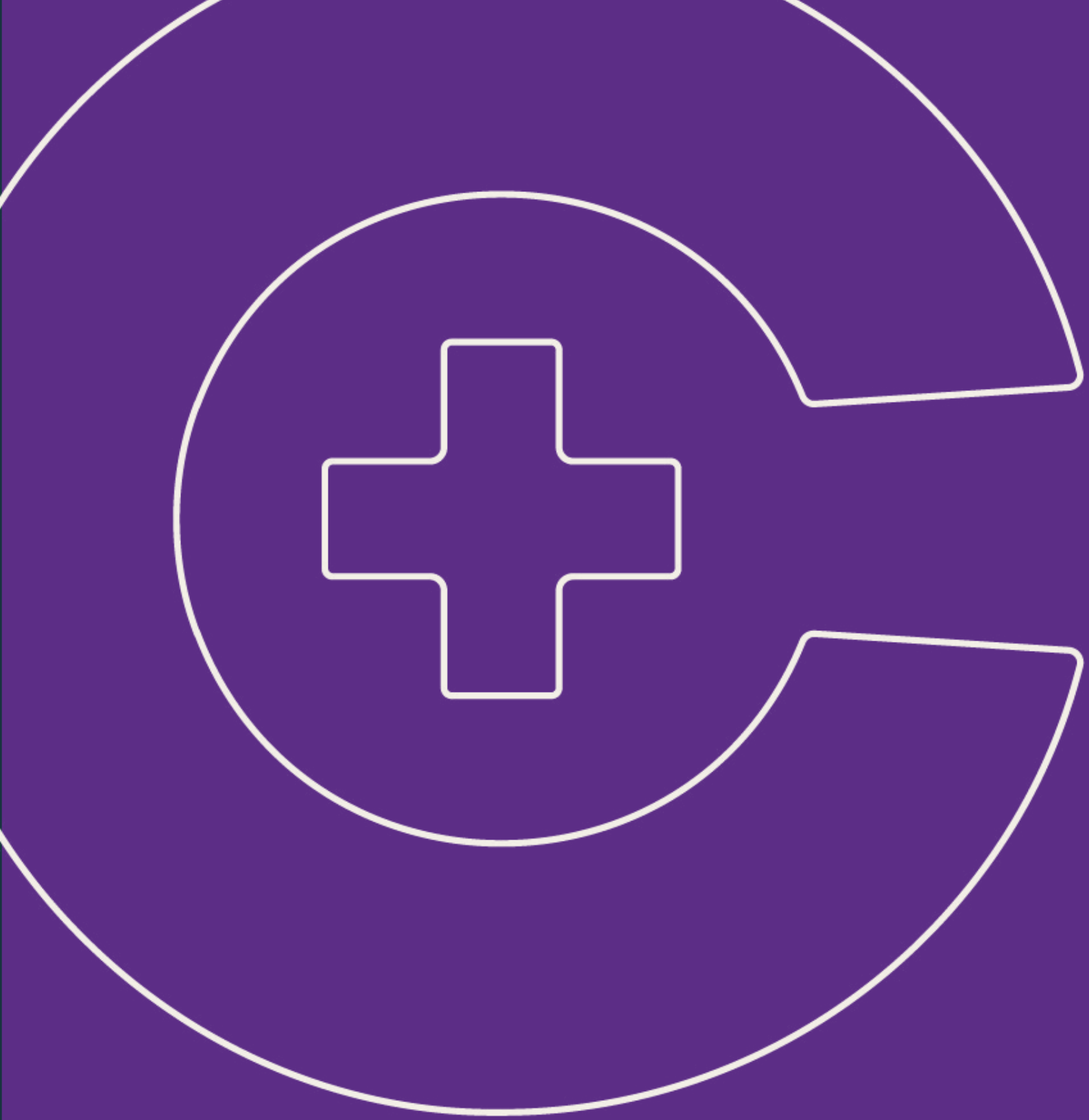
- › The necessity of the costs of administration, travel and salaries.
- › The correlation between the intervention's expected outputs, the scope of activities, the size of the target groups and the total budget.

- › The level of expenditure in view of the local context - especially if the implementing partner is to cover future costs in part or full.
- › The size of the contribution from the Danish organisation.

#### 7. Assessment of the intervention's strategic approach in relation to CKU policies and strategies

- › The accordance with CKU guidelines and strategic priorities and the principles of the Danish government's civil society policy.
- › Reflection about the comparative advantage and/or challenges in implementing this particular project through a church-based or faith-based organisation, including a description of the diaconal approach of the partnership.





Separate Assessment Criteria

# the FoRB Window

There are special application forms for each of the different types of support, and they must be used accordingly. All application forms are available on:

[www.cku.dk/about-CKU/funds/application-forms/](http://www.cku.dk/about-CKU/funds/application-forms/)

## THE ASSESSMENT CRITERIA FOR SMALLER AND LARGER PROJECTS

*Criteria, which only applies to projects above DKK 500,000 are marked in purple.*

### 1. Assessment of the Danish organisation, the local partner and the co-operation between them:

#### 1.1 As regards the Danish organisation:

- › Popular foundation in Denmark, transparency and democratic structure.
- › The relevance of the intervention to the focus of the organisation, in regard to other development work and projects, country focus, strategies, etc.
- › The organisation's professional and/or organisational contribution to the local partner.
- › Relevant technical and organisational capacity, and previous project experience from CISU, Danida, or similar documented experience.
- › Experience and insight in the country concerned, the target group and development issues addressed by the intervention.
- › *Track record: How did the previous interventions turn out?*

#### 1.2 As regards local (implementing) partner:

- › Legitimacy in relation to participants, members and target groups, and their issues and interests. It is assessed whether the partner promotes a transparent structure permitting the organisation to be held accountable by members, target groups, and donors.
- › Experience of and insights into the context and in Freedom of Religion or Belief.
- › Strategic relevance of Freedom of Religion or Belief to the objectives of the organisation.

- › Relevant professional, organisational and administrative capacity, the size of the organisation and its annual turnover, and previous experience with Freedom of Religion or Belief.
- › Networking and cooperative relations with, for example, authorities, other local, national or international human rights organisations and other donors and sources of finance.

#### 1.3 As regards the partnership between the member organisation and the local partner, you must be able to demonstrate:

- › The relevance of the intervention in terms of the history of the partnership – what is the strength of the foundation of the joint intervention?
- › The local partner as the driving force in the formulation of the intervention and to what degree the local partner is responsible for the intervention.
- › Clarity regarding the roles, contributions and responsibilities of each partner.
- › *The potential for developing the partnership including the developing the relationship between the partners because of the intervention.*
- › *Track record: What was the performance of previous joint interventions? How was the monitoring and reporting?*





## 2. Assessment of the preparation of the intervention

- › The description of the starting point of the intervention (including results of previous phases, ongoing activities etc.), the relevance of stakeholders and agents, the inclusion of the target group in the preparation of the project etc.
- › The quality of the context analysis, including a description of how Freedom of Religion or Belief is violated and the relevant opportunities to promote or protect FoRB, and the strengths and weaknesses of the different actors in relation to ensuring the sustainability of the activities.
- › The quality of the problem and/or conflict analysis, which elaborates on the structural causes of the current or potential violations of FoRB.
- › The quality of the stakeholder analysis, unfolding the relation between rights holders and duty-bearers and reflecting upon the special relations and opportunities of the partner.

## 3. Assessment of target groups/ participants and their relation to the intervention

- › A strategic description of the composition of the target group in regard to minority/majority status, number, gender, age, religion, social position etc. in view of the scope and objectives of the intervention.
- › The selection of the target group in relation to the preparation of the intervention and the principle of non-discrimination. Including a description of the sub-groups of the target group and the criteria for selection, to ensure the plausibility that the most vulnerable groups are included.
- › The application's active position on the inclusion of women in the target group.

## 4. Assessment of the goals, strategy, coherence and implementation

### 4.1 Objectives, results, and coherence

- › The application of a rights-based approach to achieving the objectives and results.
- › The logical coherence between the objectives, activities, and expected results of the intervention and the problems that it is intended to address.
- › The clarity, measurability and achievability of in relation to the project objectives.

### 4.2 Strategy and execution

- › The reasoning for the coherence and relevance of balance between strategic services, capacity building and advocacy.
- › The Theory of Change of the intervention, including reasonable and realistic assumptions and risk factors.
- › The degree to which the intervention strengthens the capacity of the target group and their potential for improving their own situation, including the degree to which the intervention strengthens civil society mobilisation, empowering the target group to promote the right to Freedom of Religion or Belief for themselves and other persons.
- › The quality of the plan for monitoring, evaluation and lesson learning.
- › The degree to which the capacity of duty-bearers to fulfil the rights of the target group is strengthened, if duty-bearers are also part of the target group.
- › The degree to which the intervention strengthens the capacity of the local partner to advocate for the right to Freedom of Religion or Belief of vulnerable groups, including whether the partner is making strategic use of its opportunities and relationships.

## 5. Assessment of the exit strategy and sustainability of the intervention

- › The plausibility that local partners or target groups are not left in a state of dependency when the implementation period expires.
- › The plausibility that the intervention lead to lasting improvements of the living conditions of participants and target groups and/or of the local partner's capacity, which can be sustained after the implementation period has expired.
- › The plausibility that the intervention's results will spread to other target groups or partners in future.
- › Reflections about the long-term impact of the intervention in relation to the dynamics between minorities and majorities.
- › Reflections about the sustainability of the intervention in relation to the project objectives and more long-term strategic efforts.
- › The plausibility that the results/improvements caused by the intervention will be spread.

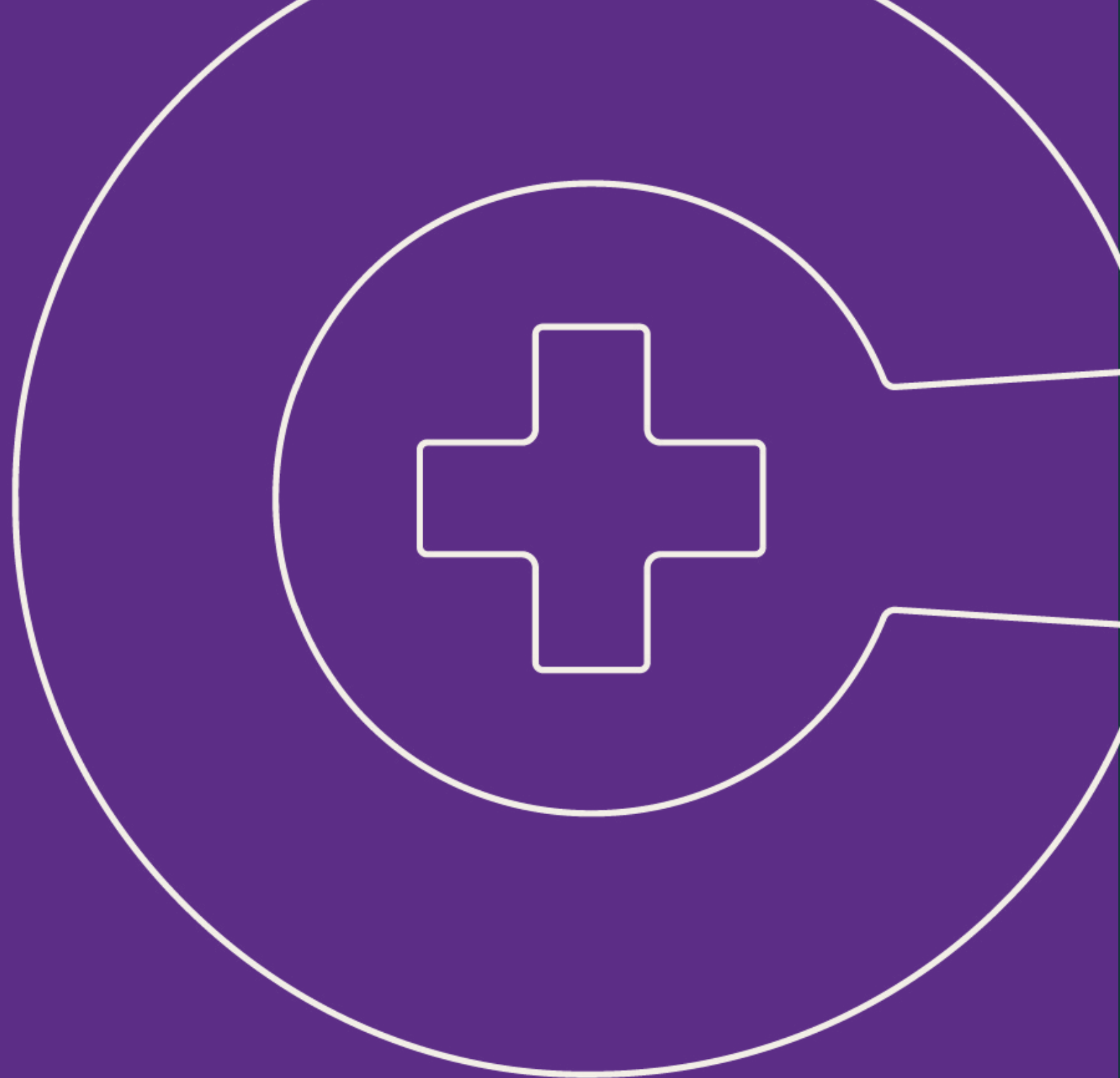
## 6. Assessment of the intervention's cost-effectiveness

- › The necessity of the costs of administration, travel and salaries.
- › The correlation between the intervention's expected outputs, the scope of activities, the size of the target groups and the total budget.
- › The level of expenditure in view of the local context - especially if the implementing partner is to cover future costs in part or full.
- › The size of the contribution from the Danish organisation.

## 7. Assessment of the intervention in relation to the FoRB strategies and priorities of the Danish Government and Ministry of Foreign Affairs

- › The accordance with the strategic priorities of the efforts for respect, protection, and promotion of FoRB as found on the website of the Ministry of Foreign Affairs.
- › Coherence with the principles of Denmark's "Policy for Danish Support to Civil Society".
- › Coherence with the principles of the Danish government's strategy for development cooperation and humanitarian action, "The World 2030".





Applications for  
**the CKU fund**

There are special application forms for each of the different types of support, and they must be used accordingly. All application forms are available on:

**[www.cku.dk/about-CKU/funds/application-forms/](http://www.cku.dk/about-CKU/funds/application-forms/)**



## HOW TO APPLY

Along with the forms is a guide on how applications should be completed and what can be included in the budget.

All applications must be submitted by e-mail.

There are no specific deadlines for applications for activities and personnel below DKK 200,000. For applications exceeding 200,000 there are 2 annual deadlines.

## APPROVAL PROCEDURES

CKU's secretariat receives the applications and checks them for formal requirements. The applicant receives a project number and an expected processing time.

Applications below DKK 200,000 are assessed by a CKU project consultant, who will make a recommendation to the CKU Director, who decides on approval or rejection. However, for urgent interventions, the application is assessed in cooperation with the chairman of the Assessment Committee.

Applications above DKK 200,000 are assessed by two external professional panellists with expertise within Freedom of Religion or Belief and one CKU consultant, who prepares a unified recommendation to the Assessment Committee.



The Assessment Committee has a minimum of 5 members, appointed by the CKU board following recommendation by the secretariat:

- › Two members of the CKU board, which ensures the technical insight in the role of faith and religion in development work.
- › Three to five external members, with relevant experience from non-governmental Danish or international development organisations or other technical experience development projects implemented by civil society organisations.

The applications are assessed based on the criteria mentioned on page 16-19, where the requirements are adjusted according to the size and type of intervention. Between 1 and 4 points are given for each criteria, so the maximum number of points given will be 28. The Assessment Committee determines the final score, and, depending on how many funds are available in the FoRB-window, the projects with the highest scores will be granted.

The Assessment Committee will give one of the following answers:

- › Worthy of support and Granted. Possibly with good advice.
- › Worthy of support and Granted with conditions.
- › Worthy of support, but not granted. Possibly with good advice.
- › Not worthy of support. Possibly with good advice.

The Assessment Committee informs CKU secretariat of the decision, and CKU informs the Danish organisation. Upon approval, the partners receive a confirmation letter along with a signed contract indicating the approved amount, the project period, the budget, and the conditions of the grant.



## ADDITIONAL FUNDING OPPORTUNITIES FROM CKU

### OTHER FINANCIAL SUPPORT

In addition to the CKU fund, member organisations may seek support through the following alternative funds that CKU manages:

#### Recycling for Development

Renovation and shipment of used equipment from Denmark to partners in the South. See guidelines on [www.genbrugtilsyd.dk](http://www.genbrugtilsyd.dk)

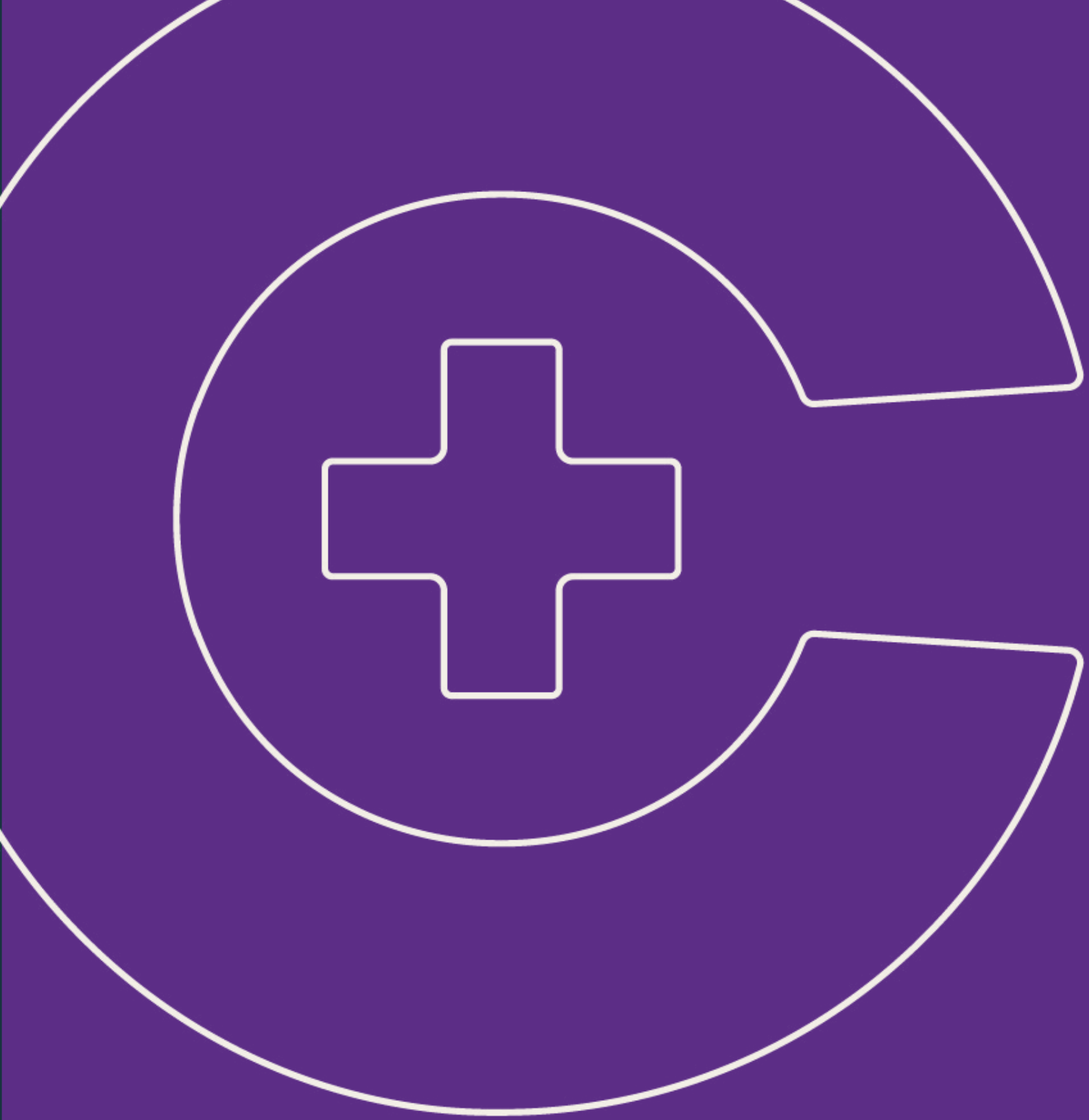
#### FoRB-window

Special open window established in 2020 to finance projects which further the respect, protection, and promotion of Freedom of Religion or Belief.

#### Other professional assistance

CKU offers, in close cooperation with the member organisation, to assist in the preparation and formulation of applications to other donors such as CISU ([www.cisu.dk](http://www.cisu.dk)). Subsequently, CKU also offers to take on the administrative and professional responsibility for the implementation of these projects.





# What is CKU?

Center for Church-Based Development (CKU) is a resource centre for church-based development work. CKU is an umbrella organisation of 38 churches and Christian organisations in Denmark, who are working with churches and other partner organisations all over the world to promote development.





## VISION, VALUES, AND IDENTITY

CKU's vision is a hope for a better world, characterised by equality, sustainability, ownership of own development, peace and justice.

The values of CKU are anchored in the Christian view of life and humanity, and they focus on the potential for transformation through a more just world, reconciliation and restored relations, and empowerment through diakonia.

The identity of CKU is based on the mission of the global Christian Church to practice diakonia. The word diakonia denotes the service of the Church for

people in need, for justice, and for creation. Christ's care for poor, suffering, and excluded people is a model for diakonia. Diakonia is more than merely helping another person or supporting someone. It acknowledges the dignity and equality of the recipient as a human being created in the image of God.

Diakonia does not do anything for others, but only works together with others, knowing that every person has valuable resources which can be shared and used. Diakonia is also connected to a rights-based approach to development, and a desire to address the structures that create inequality and poverty.

## THE MEMBERS OF CKU

The members of CKU cooperate with local church-based organisations all over the world. The partnerships have long histories, some date back more than 150 years. Because of these long-lasting partnerships, solid mutual respect, trust and willingness to listen and learn from each other has been built – a connectedness, which is not limited to a single project or project period, but which has existed before and will continue to exist after the end of the project.

The development projects, supported by the CKU fund, are seldom stand-alones. The Danish organisations raise considerable funds, which are used for diaconal work, relief, proclamation of the gospel, and development of the local church, in cooperation with their partners in the global South. In this way the projects supported by the CKU fund is only a part of the greater effort to ensure development and empowerment for impoverished populations.



## THE CKU FELLOWSHIP AS A SHIP

The CKU fellowship is like a ship bringing hope to the world. Hope for increased equality, sustainability, ownership of local development, peace, and reconciliation. The sail is the mission of the community in the shape of diakonia. The key concepts here are transformation, reconciliation, and empowerment. The ship is propelled by the Christian worldview and is buoyed by a deep sea of church movements, congregations, and organisations, both locally and globally.

## THE ROLES OF CKU

CKU has three roles, which are interlinked and supplement each other:

- › Project Support (fund management, advisory services and capacity building). The experience from this role benefit the Knowledge Centre role, and provides examples and track records which benefits the role as Spokesperson.

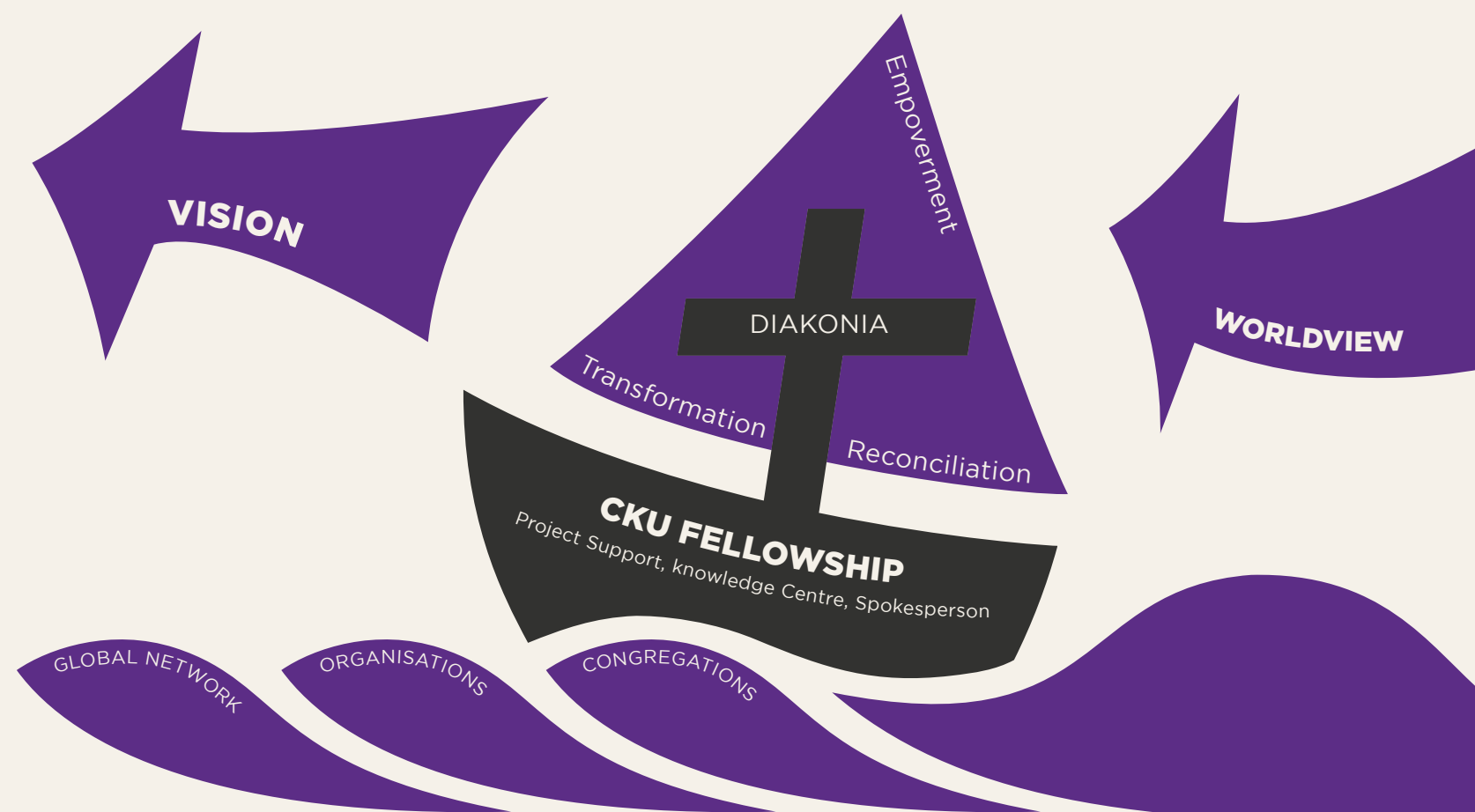
- › Spokesperson (advocacy and network). Advocacy provides the political and economic foundation for the Project Support role, and networking supports the Knowledge Center's role.
- › Knowledge Centre (learning and evidence). Develops tools and approaches which benefit the Project Support role, and evidence and research to benefit the work as Spokesperson.

## DEVELOPING DIACONAL SKILLS AND INITIATIVES

In many churches and Christian organisations, there is a potential for developing diaconal skills. CKU supports the development of this potential, equipping the church to interpret the challenges it faces and address them through expanding its service.

CKU also helps its member organisations to strengthen the diaconal efforts of their partners towards active political and social action in the community, for the benefit of poor and marginalised people.

The CKU fund also allows CKU to provide advice and training to help the member organisations develop and implement the development interventions. Among other things, this is done through global learning projects, which aim to strengthen members' work and support the objectives and activities of the fund.





## STRENGTHS OF CHURCH ORGANISATIONS IN DEVELOPMENT

CKU works to promote the rights of poor people. In our work, we have the opportunity to draw on the unique strengths of Church-based development work:

- › Cooperation between churches and Christian organisations in the South and the North is based on long-term partnerships with shared values and goals.
- › Churches are represented at all levels of society and even in the most remote areas, which international and national organisations often cannot reach.
- › Churches are deeply rooted in the local community – they are well respected and have legitimacy and credibility in the community.
- › Churches are in direct contact with people every week and thus have a unique opportunity to share information.
- › Churches have good networks, which enables efficient distribution of information - eg. women's and youth groups operating on local, regional, national and international levels.
- › Churches have a strong base of dedicated volunteers whose faith requires them to give special attention to the poor and marginalised in society.
- › Churches form morals and values in society. Church leaders and pastors exercise a certain authority and have the ability to influence people's attitudes and values.
- › In many countries, churches represent a large number of people. It provides great potential for exerting political influence at local, regional, national and international level.
- › Churches have a prophetic role. The term refers to the biblical prophets who demanded justice for the poor and oppressed. Churches have the potential to speak on behalf of marginalised and vulnerable people to promote their rights.





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## **CENTER FOR CHURCH- BASED DEVELOPMENT**

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