Bilag 3 – Oversigt over RAM-modellens 24 standarder

RESOURCE ALLOCATION MODEL (RAM)
FOR FRAMEWORK ORGANISATIONS

STANDARDS FOR PERFORMANCE-BASED FUNDING

ASSESSMENT AREA 3.1	STRATEGIC PLANNING STRATEGIC FOCUS & GOALS / LOGIC OF INTERVENTION
No.	**Standard**
1.	**Context analysis** The organisation illustrates that the submitted plan has been informed by context analyses.
	Context analyses comprising: • *addressing the causes of poverty, rights violations, inequality and/or vulnerability, incl the political, social, economic and security context in which the programmes will be implemented* • *identifying drivers of change as part of a stakeholder analysis* • *assessing risks (political, environmental, security etc.) and vulnerability, including , where appropriate, fragility and transition to rehabilitation and development.*
2.	**Strategic choice of intervention** The organisation presents a clear strategic choice of intervention at portfolio level.
	The choice of intervention including: • *a clear logic of intervention (theory of change or similar) with clear strategies for geographical/ thematic choices and targeting of rights holders (disaggregated groups), and appropriate to the general, specific and changing context (incl fragility)* • *reference to the organisation's strategy on advocacy and engagement of duty bearers* • *clear, coherent strategic objectives framed within the organisation's strategic focus, scale and risk willingness*
3.	**Strategy development and planning** The organisation accounts for its approach to strategy development and planning processes.
	An approach illustrating: • *engagement of partners as equals in joint development interventions* • *ensuring alignment to partner organisations' strategic focus* • *taking account of the views of other relevant stakeholders and drivers of change at international, national or local level (e.g. rights holders, duty bearers, civil society, government, private sector, etc.)*
4.	**Human rights based approach** The organisation has mainstreamed a human rights based approach in the organisation's strategic focus, goals and plans

	Mainstreaming of HRBA in the plan: • *being reflected in linking to human rights standards* • *integrating the PANT principles: Participation, Accountability, Non-discrimination, Transparency* • *being explicit on HRBA capacity development of partners*
5.	**Innovation** The organisation demonstrates a strategic approach to innovation.
	The approach to innovation: • *addressing innovation in partnership relations, in organisation forms and/or at programme level* • *including strategies for management of risks and opportunities* • *being operationalized and measurable*
6.	**Partnership** The organisation presents its planned choice of partners and partnership approach in relation to strategic goals and global context.
	Choice of partners and partnership approach including: • *strategic reflections on the risk willingness in and choice of civil society partners (e.g. drivers of change, types of partners, funded/non-funded relations, and other forms of collaboration)* • *elaborate on the organisation's engagement in strategic partnerships with other partners than civil society* • *illustrate the approach to partnership development, e.g. efforts to promote the partners' autonomy and/or greater equality in the partner relations*
7.	**Capacity development of partner organisations** The organisation presents its approach to capacity development of partner organisations
	The approach to capacity development reflecting plans to develop: • *partner autonomy as an independent, legitimate driver of change* • *partner capacity to respond adequately to context* • *sustainability of outcome of capacity development at partnership level*
8.	**Added value in the context of mutual contributions** The organisation's intended added value to change processes, created in the context of mutuality with partners and allies.
	The presentation of the organisation's added value: • *comprising a distinct and relevant strategic framing of the organisation's added value to change processes* • *describing the intended causality of the added value and on which level the added value will be manifested* • *being operationalized and measurable*

ASSESSMENT AREA **3.2**	**RESULTS REPORTING** **EVIDENCE OF CHANGE**
No.	**Standard**
9.	**Change at the level of rights holders and relations to duty bearers** The organisation's contribution together with partners to positive and significant changes at micro level
	Changes at micro level described in terms of: • *goal achievement measured against own objectives/targets, with critical reflections on lessons learnt* • *empowerment of targeted rights holders (disaggregated groups) and engagement of duty bearers (if planned for), taking into account fragility issues, where relevant* • *use of appropriate risk monitoring and risk management interventions to minimize risks and adapt strategies, including efforts to ensure long-term sustainability*
10.	**Change at the level of policy processes** The organisation's contribution together with partners to positive and significant changes in development processes/systems, policy processes or policy implementation at the meso/macro level as a result of advocacy efforts
	Changes at meso/macro level as a result of advocacy efforts in terms of: • *goal achievement measured against own objectives/targets, with critical reflections on lessons learnt* • *spaces for civil society engagement and engagement in strategic alliances/coalitions, taking into account fragility issues, where relevant* • *use of appropriate risk monitoring and risk management interventions to minimize risks and adapt strategies, including efforts to ensure long-term sustainability*
11.	**Harmonisation and alignment** The organisation documents effects of harmonisation and alignment efforts
	Effects illustrated by efforts to: • *co-ordinate and/or harmonise with other civil society organisations, donors, etc.* • *align to partners' programme/implementation strategies, systems and/or procedures* • *lessen the financial and administrative burden of the partners within harmonised arrangements*
12.	**Human rights based approach** The organisation's contribution to effects ofapplying a human rights based approach in the programmes
	Effects of applying a human rights based approach illustrated by:: • *goal achievement on HRBA efforts, with critical reflections on lessons learnt* • *linking to human rights standards* • *integration of the PANT principles: Participation, Accountability, Non-discrimination, Transparency*

13.	**Innovation**	
	The organisation documents developments in relation to innovation	
	Developments through innovation as illustrated by: • *goal achievement measured against own plan and milestones, with critical reflections on lessons learnt* • *planned and unplanned changes of innovation processes in partnership relations, in organisation forms, and/or at programme level* • *use of appropriate risk monitoring and risk management interventions to minimize risks and adapt strategies*	
14.	**Partnership**	
	The organisation accounts for its choice of partners and partnership approach in relation to strategic goals and context	
	Status illustrated by: • *status in civil society partnership portfolio (e.g. drivers of change, types of partners, funded/non-funded relations, and other forms of collaboration), including use of risk monitoring* • *status in the organisation's engagement in strategic partnerships with other partners than civil society* • *changes from efforts to promote partner autonomy and/or greater equality in the partner relations*	
15.	**Capacity development of partners**	
	The organisation's contribution to positive changes for the partner organisations as a result of capacity development	
	Results in terms of: • *goal achievement measured against own objectives/targets, with critical reflections on lessons learnt* • *partner autonomy as an independent, legitimate driver of change* • *partner capacity to respond adequately to context*	
16.	**Mutual learning within partnerships**	
	The organisation describes how mutual learning within the partnership relation has taken place	
	Mutual learning covering: • *co-creative structures and processes with partners, including how it has been unfolded in practice* • *mutual responsiveness towards emerging trends* • *mutual openness towards different perspectives in the partnerships (incl use of self-assessment tools)*	

17.	**Added value in the context of mutual contributions**
	The organisation accounts for its contribution to change processes, derived from the organisation's added value and created in mutuality with partners and allies
	Developments in added value seen in relation to: • *goal achievement measured against own indicators, with critical reflections on lessons learnt* • *the intended causality of the added value, i.e. bringing about change (micro/meso/macro level)* • *including the partners' view on the value added by the Danish organisation*
18.	**Mainstreaming of learning**
	The organisation demonstrates that learning is mainstreamed into wider organisational learning (in work in Denmark and in partner countries)
	Mainstreaming of learning based on: • *evidence-based learning generated from programme implementation, evaluation and research* • *putting into practice learning from failures/non-achievements* • *replication of good practice, where relevant*

ASSESSMENT AREA 3.3	STRATEGIC FINANCING FOR SUSTAINABILITY
No.	**Standard**
19.	**Value for money** The organisation has established transparency around goal achievements vs. resources spent
	Transparency as illustrated by: • *use of value for money considerations to inform financial decisions* • *critical reflections on methodology (including validity and reliability) of measurements* • *accounting on cost effectiveness, which is appropriate to strategic focus and programmes of the organisation*
20.	**Funding mechanisms with partners** The organisation describes efforts to put in place funding mechanisms with the partners that promote risk willingness and partners' financial autonomy
	Funding mechanisms that: • *accommodate the needs of different and new types of partners and/or partnership relations* • *promote partner driven financial decision-making and disbursement* • *promote innovative approaches to budget holding and/or contracting responsibilities in the partnership*
21.	**Framework organisations' own funding** The organisation accounts for approaches to optimise the organisation's own financial base for autonomy and independence
	Autonomy and independence as illustrated through: • *diversification of funding base* • *financial resourcing to operate at a strategic level* • *efforts to increase internal cost efficiency without compromising effectiveness*

ASSESSMENT AREA 3.4	ROLE AS DANISH CIVIL SOCIETY ORGANISATION
No.	**Standard**
22.	**Development education and Popular foundation** The organisation accounts for its plans and achievements in development education and popular foundation
	Plans and achievements relying on: • *a communication strategy and popular foundation strategy, including clearly differentiated target groups* • *objectives appropriate to scale and focus of the organisation* • *goal achievement measured against own objectives/targets, accompanied by reflections on lessons learnt*
23.	**Policy development and influence in Denmark** The organisation accounts for its plans and achievements in relation to relevant policy development and policy influence in Denmark
	The organisation elaborates on: • *the strategic fit between the organisation's global agendas/campaigns and the organisation's policy engagement in Denmark* • *the relevance and validity of policy analyses and engagement in alliances/networks* • *goal achievement measured against own objectives/targets, accompanied by reflections on lessons learnt*
24.	**Global engagement beyond Denmark** The organisation describes its contribution to global agenda setting and global engagement
	A coherent approach illustrated through: • *the linkage of the organisation's global agendas/campaigns to evidence-based relevance at national and local level in partner countries, including at partner level* • *the relevance and validity of policy analyses and own and partners' engagement in alliances/networks* • *goal achievement measured against own objectives/targets, accompanied by reflections on lessons learnt*