



Bundesministerium
für Umwelt, Naturschutz
und nukleare Sicherheit

INTERNATIONALE KLIMASCHUTZINITIATIVE (IKI)



IKI Thematic Selection Procedure 2020

**Funding information for projects within the
International Climate Initiative (IKI) of the Federal
Ministry for the Environment, Nature Conservation
and Nuclear Safety (BMU)**

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Funding information for projects within the International Climate Initiative (IKI) of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU)

1. Preface: Creating green societies in challenging times

COVID-19 has demonstrated on a global scale just how vulnerable individuals and even entire communities can be, as well as the strength of interdependencies extending beyond village, city and country borders. COVID-19 represents an enormous challenge, especially for developing and emerging countries. This unique situation demands solidarity, international cooperation and mutual support between states.

The IKI's current selection process aims to offer support in managing the social and economic impacts of the coronavirus pandemic while also demonstrating how climate change mitigation, adaptation and biodiversity conservation can contribute to sustainable economic reconstruction.

In line with the slogan "Creating Green Societies in challenging times", the 13 new IKI funding priorities address pressing challenges in the areas of climate change mitigation and biodiversity conservation, including the unique issues caused by the pandemic. Depending on the specific funding priority, between 5 and 30 million euros of funding is available per project. What is new is that two of these funding priorities (12 and 13) explicitly address a limited target group, with projects eligible to apply for up to 30 million euros in funding under a fiduciary management arrangement.

This IKI funding information provides a detailed overview about the objective, general and specific funding requirements, the selection procedure as well as selection criteria. The latter are subdivided into exclusion criteria and evaluation criteria. If exclusion criteria are not met, the outline is automatically excluded. However, the evaluation criteria provide a basis for assessment, including weighted aspects (see Annex 1).

Two online seminars are planned for early December 2020 to give those interested in submitting a project outline an idea of what the BMU is looking for. In addition, more detailed information will be provided on the selection procedure and how things proceed from there. More information will be published on the IKI website in due course.

The IKI finances climate and biodiversity projects exclusively in ODA¹-eligible countries. The aim is to fund projects that pursue holistic approaches across multiple levels and, above all, demonstrate how to implement climate action and biodiversity conservation in practice (including policy advice, capacity building, technology cooperation, investment and local implementation in particular).

¹ Official development aid (ODA) is an internationally recognised benchmark for recording public development services and has been agreed by the OECD Development Assistance Committee (DAC). Only services to countries included in the DAC country list are eligible for ODA. The country list is regularly revised by the DAC.

The projects should address the following four major funding areas as comprehensively as possible:

- I. Mitigation of greenhouse gas emissions;
- II. Adaptation to the impacts of climate change;
- III. Conservation of natural carbon sinks; REDD+
- IV. Biodiversity conservation

The selection procedure is done in two stages. In the first stage, interested implementing organisations submit a project outline. In the second stage, selected organisations are invited to draft a detailed project proposal.

2. IKI objectives

The IKI's central goals are climate change mitigation and biodiversity conservation. The programme is primarily rooted in the Paris Agreement within the United Nations Framework Convention on Climate Change (UNFCCC), which aims to limit global warming to well below two degrees (preferably 1.5 degrees) and the Convention on Biological Diversity (CBD). At the national level, partner countries' nationally determined contributions (NDCs) and national biodiversity strategies and action plans (NBSAPs) play a key role.

The IKI provides support to cooperation countries in developing and implementing their NDCs and in combating the dramatic loss of natural resources worldwide. The IKI funding programmes also aim to contribute to the concrete implementation of the Aichi targets under the Strategic Plan for Biodiversity 2011–2020 and the objectives to be developed under future global frameworks for biodiversity after 2020.

The United Nations' 2030 Agenda for Sustainable Development, including its 17 sustainable development goals (SDGs), goes beyond the two conventions (UNFCCC and CBD) to establish a framework for climate change mitigation and biodiversity conservation worldwide.

3. Funding priorities

Funding is available for projects that fall under one of the 13 funding priorities and that make significant contributions to achieving the objectives of the funding priority in question. The following funding priorities are available:

1. Developing opportunities: climate-compatible economic policy perspectives as a driver for more ambitious NDCs
2. Developing skills and ideas: establishing an educational landscape on the issue of climate action
3. Support for national development banks as a driver for investment in climate action, in particular in sustainable urban infrastructure
4. Climate-conscious energy transition in the building sector with a focus on heating and cooling
5. Climate action in maritime transport
6. Beyond borders: climate-conscious economic development in Eastern Partnership countries in the context of the EU Green Deal
7. Climate/water nexus: integrated water resource management in West and Central Africa
8. Combating desertification: traditional and sustainable land use concepts in open land ecosystems
9. Bonn Challenge: innovative approaches to regional seed supply
10. Pandemic preparedness: natural protective barriers between humans and animals by expanding, linking and improving protected areas
11. From pilot to application: expanding climate-conscious and biodiversity-friendly land use and production in fishing, agriculture and forestry
12. Shifting the trillions: innovative approaches to leveraging and redirecting private sector capital for climate financing
13. Biodiversity-friendly and climate-conscious financial systems in response to COVID-19

4. Basic project requirements

The funding amount provided by the BMU ranges from 5 to a maximum of 30 million euros per project. The additional information provided specifically for each funding priority also applies.

The maximum project duration is eight years. A minimum duration is not specified.

Projects should help cooperation countries in meeting the Paris Agreement and CBD targets. The project outline should clearly indicate how planned project activities will make a relevant contribution to implementing or further developing NDCs or NBSAPs.

Projects should pursue a holistic approach in line with the Agenda 2030, and should take into account all relevant UN SDGs and possible trade-offs. In particular, consistent consideration should be given to life cycle assessment methodology, i.e. holistic management of resources, chemicals and waste, to satisfy the Agenda 2030's transformative approach to achieving greater sustainability.

5. Requirements for selecting cooperation countries/regions

All cooperation countries must be **ODA-eligible** as of the date the project outline is due for submission (see the [List of ODA-eligible countries](#)).

Depending on the funding priority, more specific requirements may be in place in terms of selecting the cooperation countries/regions. In this case, the project outline submitted must match the **countries/regions** listed in the funding priority. The number of countries addressed in the project outline should be limited to a maximum of five to ensure that a tangible impact can be achieved in individual countries.

If no specific information is provided in the funding priority description regarding the country selection, the following principles apply: **Regional projects are preferred**. For regional projects, the countries included in the respective geographical region do not necessarily have to be neighbouring countries. Bilateral projects are permitted, but must have a regional impact. Global projects that cover more than one geographical region are only eligible in exceptional cases and where [separate] justification of added value is provided. In any case, the project outline's **geographical approach (regional/bilateral/global) must be appropriate and clearly documented**. The project outline must include the intended project setting.

Successful project implementation requires **governments of cooperation countries to have an expressed interest** in cooperating with the Federal Republic of Germany on climate change mitigation and biodiversity conservation. During the first stage of the selection procedure, an initial assessment is undertaken to gauge political support. To that end, the project outline must clearly explain that planned project activities will be supported by the governments of the cooperation countries involved if implemented.

No letters of intent (Lols) from the governments of the cooperation countries need to be submitted during the first stage of the selection procedure. During the second stage of the selection procedure, political support must be ensured by the lead implementing organisation in cooperation with the BMU.

Planned project activities must take into account the respective **political, economic, cultural and legal conditions** in cooperation countries/regions and must align with national/regional policies (including beyond NDCs/NBSAPs).

To take advantage of synergies and avoid duplicate funding, **references to other funding instruments and priorities** must be taken into account with respect to planned, ongoing and previous funding measures offered by the German government, the European Union, and national and international funding organisations. The more similar a planned project is to an ongoing/completed project in terms of its objectives, target groups, measures and specific products, the more precise this distinction or affiliation should be.

6. Requirements for implementing organisations/consortia for funding priorities 1 to 11

Applicants for funding must **apply as a consortium**, i.e. as an association comprised of at least two organisations. When establishing a consortium, it should be taken into account that the coordination effort increases significantly with the number of consortium members. In justified individual cases, projects with a volume of less than 7 million euros (funding priorities 10 and 11) may also be implemented by just one organisation. Consortia must each designate a lead implementing organisation. The lead implementing organisation becomes the BMU's sole contractual or agreement partner. It is the sole recipient of direct payments from the BMU and is responsible for the budgetary implementation of the project and its reporting system. Subcontracting is permitted if proven to be economically viable. A cooperation agreement must be agreed with all other implementing organisations (see information sheet in Annex II). As far as possible, this should form part of the project outline during the application process.

The following institutions are welcome to apply: non-governmental organisations, commercial enterprises, universities and research institutions from Germany and abroad, implementing organisations in the Federal Republic of Germany, institutions in cooperation countries (including national implementing organisations accredited at international or multilateral organisations) as well as international intergovernmental organisations and institutions, such as development banks or United Nations organisations and programmes. Governments in cooperation countries are not eligible to apply for IKI funding.

The average annual BMU project funding volume may not exceed the average annual turnover of the lead implementing organisation measured over the last three verifiable financial years (**turnover criteria**).

The lead implementing organisation and consortium partners must have the **technical**

competence, administrative capacity and management skills necessary to plan and implement the project.

Furthermore, the lead implementing organisation should have at least **five years of experience in thematically relevant project implementation** in ODA-eligible countries. Additionally, the lead implementing organisation should have experience in the respective target region. Projects may also specify countries that have lost their ODA eligibility at the time of the current funding application, but had the required ODA eligibility in past cooperations.

The lead implementing organisation must demonstrate its access to the relevant stakeholders in the respective cooperation country, either directly or via consortium partners (through appropriate project references, letter of intent (LoI) or the like).

Roles and responsibilities within the consortium must be clearly presented and reflect the strengths of the individual consortium partners. The overall budget must be divided clearly and appropriately between the implementing organisations and subcontractors.

7. Requirements for project outline/concept for funding priorities 1 to 13

The project outline must **align** with the chosen **funding priority**.

Projects must demonstrate the quality of their approaches by applying the **principles of Results-based project planning (Impact Logic)** as set by the Organisation for Economic Cooperation and Development (OECD) (see [Guidelines on project/programme planning](#)). Their impact should be plausibly presented in the relevant context, and should provide a sufficiently ambitious yet **realistic and detailed solutions to the problems involved** in the project.

The project must pursue **ambitious goals** designed to produce **quantifiable results**.

Projects in receipt of IKI funding should contribute to our social and economic transformation towards an emissions-neutral society and a way of life that considers the physical limits of our planet. **Transformative change** is far-reaching and brings about profound changes across all levels of society – environmental, economic and social. The project's **transformative character** must be demonstrated by one or more of the following aspects:

- **Ambition:** The project will achieve and document a substantial, quantifiable improvement compared to continuing with a business as usual approach. The outline must indicate how the project will be embedded in and will support existing initiatives for developing carbon neutrality or biodiversity conservation in the cooperation country, regionally and/or globally.
- **Change:** The project should bring about systemic and/or behavioural changes by decision-makers or a significant number of individuals or institutions. The steps required to achieve this should be as irreversible as possible (creating positive path dependencies, for example by building climate-conscious infrastructure at scale or implementing new legal

frameworks, etc.).

- **Model potential:** The project works transparently, is replicable through suitable public documentation and evolves to have a scalable impact in other countries/regions and/or similar sectors.

The IKI promotes **innovative** approaches that offer new or partially new solutions to the challenges of mitigating climate change and conserving biodiversity.

The project concept must indicate how project activities contribute to ensuring that funded **activities and outcomes continue or are maintained once IKI funding ends**. During the project's last two years, activities must focus on ensuring this (**exit strategy**). An increase of the BMU funding volume at or after the project end is not intended.

Systematically **taking into account environmental and social standards** within the IKI aims to prevent IKI projects from negatively impacting people and the environment. IKI implementing organisations are expected to comply with the Green Climate Fund safeguards. These safeguards help improve the quality of project planning and implementation. The project outline must present possible risks, safeguarding measures and internal organisational safeguard mechanisms. The category of risk has no impact on the project selection process (see also Safeguards: environmental and social standards for IKI projects).

Within the IKI, an integral, transformative approach is taken to promoting **equal opportunities for all genders and the empowerment of disadvantaged groups**:

IKI projects are committed to gender equality. They should actively contribute to reduce inequalities between men and women, girls and boys and other groups based on their social/biological gender and/or their gender or sexual identity. This includes investing in and ensuring gender literacy among project staff, as well as promoting gender literacy and inclusion skills among partners. IKI projects should reflect this by actively promoting efforts to overcome discrimination against socially, culturally, geographically, politically, legally, religiously or economically disadvantaged groups as part of their project activities.

Knowledge gleaned in the project should be made available for use beyond the project. Project findings and results must, therefore, be made accessible to other implementing organisations, research institutions, civil society and other stakeholders freely and in a – for each target group – appropriate manner.

8. Funding requirements for projects for funding priorities 1 to 13

IKI funding is only permitted if the implementation of the project that forms the subject of the funding application would not be possible without public funding (**subsidiarity principle**).

Luxury goods, environmentally harmful goods and military goods (including firearms), technology

and equipment or services intended for these kinds of uses are excluded from funding without exception.

All expenditure required to meet the project's objectives through sound, cost-effective financial management is eligible for funding. **Effective spending and the economical use of funds** must be demonstrated during implementation. **Funding (the lead implementing organisation) on a cost basis is prohibited**, since these grants are forbidden to be forwarded under grant law. However, implementing organisations that receive funding last have the option to get funded on a cost basis.

Adequate own funds and own contributions from implementing organisations are generally a prerequisite for funding. The mobilisation of additional financial resources to fund eligible expenditure is welcomed. Cooperation with projects financed by other donors is conceivable. There is no set minimum contribution amount. The adequacy of own and external funding will be assessed on a case-by-case basis, taking into account the financial strength of the consortium or the fiduciary institution submitting the outline (see Section 12 for funding priorities 12 and 13). The mobilisation of additional private funds is welcome.

For projects under funding priorities 1 to 11 it is expected that, if possible, **50 percent of funding is implemented through local actors in the cooperation countries**. Local actors in this respect include implementing organisations and subcontractors that hold an official legal status under the respective national law of the cooperation country. Political partners are excluded, since this could involve budgetary support. Local partners' technical and administrative skills should be leveraged and/or developed as part of the project. For lack of comparability, this requirement does not directly apply to fiduciary projects applied for under funding priorities 12-13. However, there is a very strong interest that the funds are used to a large extent by local organisations.

Projects should **contribute to mobilising private sector funding**, either by directly mobilising private sector capital or by fostering conditions for private sector involvement in the climate and biodiversity sectors.

Formal requirements and additional information for funding priorities 1 to 13

Project outlines must be submitted **by the deadline** on 10th March 2021 complete with all documentation in English. Outlines have to be submitted exclusively via the IKI online platform.

Projects must **not have begun** implementing their activities before the grant is awarded. Planned or promised third-party funding for the proposed project must be verified with the funding provider(s) in question. Specific funding amounts must also be verified.

To ensure the additionality of greenhouse gas reduction and the German contribution to climate funding, emissions certificates or other emissions credits generated by IKI projects may not be traded, neither during nor after the project duration. The overall **financing of projects supported by the IKI must, therefore, not include financing contributions from the sale of these kinds of emissions certificates or other emissions credits**. This does not apply to emissions credits on the

non-compliance market provided they comply with the respective IKI guidelines and provided they are clearly used to sustainably finance climate change mitigation projects in agriculture, forestry or land use.

The BMU supports measures to reduce emissions from business trips (e.g. by using video conferencing). Implementing organisations are required to **conduct project activities and investments using project funds in a manner that is as climate-neutral, resource efficient and environmentally friendly as possible**. If business trips are unavoidable, they may be eligible for compensation. When selecting projects subject to compensation, value should be placed on high-quality certificates (see here: [CO2 offsetting](#)).

All projects selected through this procedure will be subject to an external interim evaluation and a final review. Selected projects are also reviewed as part of an impact assessment or cross-project strategic evaluation. Implementing organisations are required to provide the necessary data and information for this purpose. For projects that fall under funding priorities 12 and 13, (model) agreements with the Federal Government of Germany are binding as of submission of the application. This may result in deviations from the IKI's usual evaluation routine. The findings of these evaluations will be published on the IKI website, taking into account all data protection concerns.

The BMU publishes extensive project information on current and newly approved IKI projects in the field of climate change mitigation and biodiversity conservation on a quarterly basis in line with **IATI standards** (see also: [IATI data](#)).

9. Funding terms

In general, projects organised by actors from Germany and abroad receive funding through grants. The provision of funding under the IKI is subject to Sections 48 to 49a of the German Administrative Procedures Act (Verwaltungsverfahrensgesetz [VwVfG]) and the General Ancillary Provisions for Grants Allocated for Project Support (Allgemeine Nebenbestimmungen für Zuwendungen zur Projektförderung [ANBest-P]).

Where grants are issued to foreign implementing organisations, provisions that mirror the ANBest-P must be included in a contract concluded under private law. Where grants are issued to multilateral development banks and international intergovernmental organisations, the model agreements negotiated with the Federal Republic of Germany apply.

Where projects involve implementing organisations registered in the Federal Republic of Germany, the terms and conditions agreed for those organisations apply. The German Federal Court of Auditors' right to conduct audits stem from Sections 91 and 100 of the German Federal Budget Code (Bundeshaushaltsordnung [BHO]).

Upon request, the BMU or its authorised representatives must be provided with the necessary information and be permitted to inspect and audit the records, data and documents relating to

the project. Implementing organisations must agree that the BMU or its authorised representatives may disclose the name of the funded organisation and the purpose of funding as part of its public relations work.

If evidence is provided that eligibility requirements have not been met, the grant decision made in line with the statutory provisions or the other funding document provided pursuant the provisions agreed in the funding document may be cancelled and the funding may be reclaimed.

There is no entitlement to funding in general, nor to the specific funding amount requested. Instead, the BMU takes the decision to award funding on the basis of the discretion to which it is duty bound and depending on the budgetary funds available to it. To facilitate electronic processing, the formal requirements for each implementing organisation must be guaranteed in advance. This also includes the option to legally sign and deliver grant documents electronically.

10. Selection process

The BMU has commissioned Zukunft-Umwelt-Gesellschaft (ZUG) gGmbH to manage the funding project and handle the formalities involved in initiating funding agreements.

The IKI selection procedure has two stages. In the first stage, project outlines/concepts are submitted in English language using the IKI outline forms for the respective funding priorities.

Outlines can be submitted exclusively via the IKI Online platform. Application documents must be submitted by 10th March 2021. Only project outlines received through the online platform by 23:59 (CET) on the last day of submissions will be considered.

The BMU pre-selects promising project outlines from those submissions that meet the mandatory requirements. These outlines are evaluated in detail on the basis of the formal and technical criteria specified in the funding information. Based on the outcome of this detailed assessment, its own technical analysis and the budgetary funds available, the BMU then decides which project outlines to pursue in the second stage of the selection process.

The second stage of the selection process begins by notifying all lead implementing organisations about the outcome of the initial evaluation. The lead implementing organisations involved in successful project outlines are then invited to submit a detailed project proposal.

We recommend a preparation phase be planned in advance to ensure the project can be optimally aligned with local needs in cooperation with all project partners. The findings from this preparation phase should then serve to improve the quality of the project proposal to be submitted and reduce follow-up questions during the subsequent process. A preparation phase is particularly recommended if: the implementing organisation has no direct experience in implementing IKI projects; project regions for local action must be identified in consultation with cooperation countries; the proposed consortium has no experience in long-term project cooperation with the local partners selected; the project's success depends in particular on cross-sector links in cooperation countries and the participation of local actors. Implementing

organisations must state why a preparatory phase is or is not necessary to draft the project proposal.

The relevant provisions and templates will be provided electronically once the first stage of the selection process is completed. The costs involved in the preparation phase are eligible for funding as part of the overall project and will be deducted from the main project's budget accordingly.

11. Requirements and procedure for funding priorities 12 and 13

Significant investment by public and private funding sources are needed to reduce CO₂ emissions in the global economy and make all countries more resilient to climate change. In particular, Article 2.1c of the Paris Agreement seeks to reconcile the flow of funds with low-carbon development that is resilient in the face of climate change. To that end, industrialised countries agreed in 2009's Copenhagen Accord to set themselves the goal of mobilising 100 billion USD annually from public and private sources for climate change mitigation in developing countries, starting in 2020.

In order to facilitate private sector involvement in and for developing and emerging countries, while also harnessing positive impacts for the private sector, climate action and biodiversity in partner countries, direct applications will be opened for two funding priorities in particular as part of the 2020 call for proposals:

- Funding priority 12: "Shifting the trillions: innovative approaches to leveraging and redirecting private sector capital for climate financing"
- Funding priority 13: "Biodiversity-friendly and climate-conscious financial systems in response to COVID-19"

For the projects planned under funding priorities 12 or 13, the following requirements apply, contrary to the criteria stipulated in Sections 4 to 11:

- Only certain implementing organisations are eligible, specifically international intergovernmental organisations, multilateral development banks and the German Development Loan Corporation (KfW). These implementing organisations are also required to already have an existing cooperation relationship with German government agencies (preferably the BMU).
- Implementing organisations must provide the opportunity to administratively anchor the IKI project through fiduciary management in the form of trust funds, equity holdings, quasi-equity loans or financial contributions to capital funds. Topping up existing structures or establishing new structures are permitted. Projects must ensure a minimum of political visibility for the BMU (IKI) and clear opportunities for the BMU to get involved, e.g. through steering committees.
- The obligation to form a consortium as described under Section 6 after submitting the outline is waived for funding priorities 12 and 13. Nevertheless, it is still possible to submit a consortium application.

- Where this is not possible, the requirement in Section 8 that funding be used by local actors does not apply directly to fiduciary projects applied for under funding priorities 12 and 13. However, there is also a great deal of interest in ensuring funds are largely used by local organisations.
- Projects submitted under funding priorities 12 and 13 are not required to identify an exact region. The final determination as to the region or group of countries a project will focus on may be made in the second stage of the application process.
- No bilateral projects are permitted under funding priorities 12 and 13.
- The selection process for these funding priorities remains a two-stage process, but differs in that a separate outline form provided on the IKI online platform has to be used in stage one.

The start of funding depends on the administrative basis for anchoring the IKI project in the organisation itself. In general, projects managed through a fiduciary structure can be expected to be approved more quickly.

Annex I: IKI Selection Criteria

Projects are evaluated and selected by the BMU according to the following requirements:

Exclusion criteria:

1. The project outline was not submitted by the deadline and/or not submitted via the IKI online platform.
2. The documentation submitted was incomplete.
3. The funding period exceeds eight years.
4. The funding volume is too high or low.
5. The project's cooperation countries are not on the list of ODA-eligible countries at the time of submission.
6. The project implementation has already begun before submitting the outline.
7. The project is not consistent with the country specifications of the funding priority.
8. The project content is not consistent with the selected funding priority.
9. The project includes funding for excluded services.
10. There is no need for funding.
11. The lead implementing organisation does not hold the appropriate legal status.
12. The lead implementing organisation does not meet the turnover criteria.
13. The lead implementing organisation cannot be funded on an expenditure basis.
14. The project outline does not include plans to apply as a consortium, i.e. at least two organisations (exceptions apply only to funding priorities 10 to 13).

Assessment criteria:

1. The planned project makes a relevant contribution to the implementation of NDCs/NBSAPs.
2. The planned project ties in with specific underlying political and legal conditions and policies in the region/country.
3. The planned project follows the Agenda 2030's comprehensive approach and takes into account all applicable SDGs. Possible conflicts of objectives are taken into consideration.
4. The project outline's geographical approach (regional/bilateral/global) is clearly justified.
5. The project outline indicates that the cooperation country's government generally supports the planned project activities. Political letters of intent are not relevant to the selection process at the outline submission stage. However, final project approval/commissioning is only possible with successful political validation).
6. The planned project ties in with the existing local project/donor landscape.
7. The lead implementing organisation and consortium partners have the necessary technical, administrative and management skills to implement and coordinate the planned project activities.
8. The lead implementing organisation has at least five years of thematic relevant experience in implementing projects in ODA countries.
9. The lead implementing organisation should have experience in the chosen target region.
10. The lead implementing organisation clearly demonstrates its access to the relevant stakeholders in the cooperation country directly or via consortium partners.
11. Roles and tasks within the consortium are clearly and appropriately assigned.
12. The overall budget allocation between the implementing organisations is documented and appropriate.

13. The project outline demonstrates the quality of its problem-solving approach by applying OECD impact logic (see Guidelines on results-based project/programme planning and monitoring).
14. The planned project has ambitious goals and is designed to produce measurable results.
15. The project aims to bring about systemic and/or behavioural changes by decision-makers or a significant number of individuals or institutions (transformation).
16. The planned project offers a new, innovative solution for a specific region.
17. The project outline indicates how project activities contribute to ensuring that funded activities and outcomes continue or are maintained once IKI funding ends (exit strategy).
18. The project outline clearly and appropriately presents possible risks, safeguarding measures and internal organisational safeguard mechanisms.
19. The project design expresses awareness of the dynamics of disadvantage at play and articulates this accordingly in its planning.
20. The planned project can be replicated in other countries/regions and/or in other sectors.
21. The project outline clearly describes how knowledge will be transferred to relevant target groups.
22. The financial contributions of the implementing organisations themselves as well as the amount of additional funding resources (co-financing) are clear and appropriate.
23. If possible, 50% of funding should be implemented by national actors in cooperation countries.
24. The project should contribute to mobilising private sector funding.

Annex II: Cooperation Agreement

For the purposes of this funding Information, a consortium is an association of several legally and financially independent institutions/organisations formed for an agreed business purpose for a limited period of time. At least two institutions/organisations (non-governmental organisations, commercial enterprises, universities, research institutions, governmental implementing agencies, development banks, intergovernmental organisations and institutions) work together to form a consortium for the purpose of implementing an IKI project. This does not include any exchange of services with contracted third parties (subcontracting).

Successful project implementation depends on relationships built on trust and fair treatment of all project partners involved. The project partners stipulate the conditions underlying the cooperation, i.e. rights and obligations, in an internal agreement (cooperation agreement). The project partners also designate an implementing organisation to take primary responsibility, including for the project's internal organisation and to represent the consortium to third parties in consensus with all the other implementing organisations.

The implementing organisations' cooperation agreement governing the nature and division of roles and responsibilities must be submitted with the project proposal by stage 2 of the application process at the latest. It serves to supplement the regulations agreed between the project partners on which the funding is based and may not contain any contradictory agreements or regulations.

The project partners maintain full responsibility for the cooperation agreement and should seek legal advice if necessary. Neither BMU nor ZUG provide legal advice, accept liability, and/or review any content.

Prior to the funding decision, evidence of a basic agreement between the implementing organisations on at least the following points must be provided:

- Lead implementing organisation
- Other implementing organisations (legal status, headquarters, representative authority)
- Duration, work schedule and clear division of responsibilities in other implementing organisations

IN addition, implementing organisations should manage the following points among themselves:

- Reporting duties and duties to inform within the consortium
- Liability of project partners
- Rights of use and copyrights
- Dealing with changes during the project duration
- Visibility of project partners

- Procedures for settling internal disputes, e.g. the use of mediation

Where possible, a cooperation agreement between consortium partners is included as part of the application during the outline stage. However, this is not mandatory. However, submitting this agreement with the project outline could be favourable in terms of the timing of submission of the project proposal.