

Agreement Template:	<b>Non-Governmental Organisations</b>	Revision no.:	4
Specific Conditions (part I)	<b>Grant Management Regime I</b>	Date of revision:	April 2022

## GRANT AGREEMENT

BETWEEN

THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION

AND

FORUM FOR WOMEN AND DEVELOPMENT (FOKUS)

REGARDING

QZA-22/0256 – FOKUS AGREEMENT 2023-2027

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PART I: SPECIFIC CONDITIONS

PART II: GENERAL CONDITIONS

PART III: PROCUREMENT PROVISIONS

ANNEX A: BUDGET

ANNEX B: RESULTS FRAMEWORK

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## PART I: SPECIFIC CONDITIONS

This grant agreement (the Agreement) has been entered into between:

- (1) The Norwegian Agency for Development Cooperation (Norad), and
  - (1) Forum For Women and Development (FOKUS), a non-governmental organization duly established in Norway under registration number 971279389 (the Grant Recipient),
- jointly referred to as the Parties.

### 1 SCOPE AND BACKGROUND

- 1.1 The Grant Recipient has submitted an application to Norad dated 03.10.2022 (the Application) regarding financial support to the programme titled QZA-22/0256 – FOKUS AGREEMENT 2023-2027 (the Project). The estimated costs of the Project are indicated in the budget attached as Annex A to this Agreement.
- 1.2 Norad has decided to award a grant to be used exclusively for the implementation of the Project (the Grant). The Parties expect the Project to be implemented during the period from 01/01/2023 to 31/12/2027 (the Support Period).
- 1.3 The Parties have agreed to enter into an Agreement, consisting of this part I; Specific Conditions, part II; General Conditions, and part III; Procurement Provisions, all of which form an integral part of this Agreement. In the event of discrepancies between the Specific Conditions and the General Conditions or Procurement Provisions, the Specific Conditions shall prevail.

### 2 OBJECTIVES OF THE PROJECT

- 2.1 The expected results of the Project are as follows:

The Project's expected effect(s) on society is to achieve gender equality and empower all women and girls (Impact).

The expected effects for the target group of the Project are (Outcome) are:

**Outcome 1:** Strengthened prevention, protection and response to violence against women and girls.

**Outcome 2:** Improved access to sexual and reproductive health and rights (SRHR) for women and girls including access to safe abortion.

**Outcome 3:** Improved realization of women's economic rights.

**Outcome 4:** Strengthened women's influence and leadership in building sustainable peace with gender justice.

The intended target groups are:

**Outcome 1:** Marginalised women and girls

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**Outcome 2:** Women and girls from poor rural and urban communities, including adolescents, indigenous, Afro-descendants, LBT+-women, and girls with disabilities.

**Outcome 3:** Rural women from women- led enterprises and cooperatives.

**Outcome 4:** Women (marginalised conflict-affected women, with a particular focus on women human rights defenders, women that have been subjected to sexual violence, indigenous women, Afro-descendants, ex-combatants, and LBT+ women) and women's organisations.

2.2 The full results framework is included as Annex B to this Agreement.

### 3 IMPLEMENTATION OF THE PROJECT

3.1 The Project shall be implemented in accordance with the Agreement, including all annexes, and the latest approved Application, including work plan and budget.

3.2 During the implementation of the Project, the Grant Recipient shall exercise the necessary diligence, efficiency and transparency in line with sound financial management and best practise principles.

3.3 The Grant Recipient shall continuously identify, assess and mitigate any relevant risks associated with the implementation of the Project. The risk of potential negative effects of the Project in the following cases (Cross-Cutting Issues) shall always be included in the risk management of the Project:

- a) anti-corruption
- b) climate and environment,
- c) women's rights and gender equality, and
- d) human rights (with a particular focus on participation, accountability and non-discrimination)

3.4 Any significant deviations or changes from the Application, budgets and approved work plans are subject to Norad's prior, written approval. The following deviations/changes shall always be subject to Norad's prior written approval:

- a) changes to the Project's sources of income,
- b) changes to the result framework or scope of the Project, except minor adjustments at the output level which are necessary to achieve agreed outcomes. Future reports must clearly reflect, explain, and justify all changes made,
- c) any changes to the Project's annual budget that imply reallocation of more than 20 % of a budget line and exceeds NOK 15 000 (fifteen thousand),

Norad may suspend disbursements of the Grant until requested changes have been approved.

3.5 The Grant Recipient shall be familiar with UN Security Council Resolution 1325 on women, peace and security (s/res/1325 (2000)) and implement the Project in a way that promotes the intentions of the resolution in the best possible way. A statement on how the intentions of this resolution have been addressed shall be included in the progress reports and final report of the Project.

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#### 4 THE GRANT

- 4.1 The Grant shall amount to maximum NOK 201 000 000 (Norwegian Kroner two hundred and one million).
- 4.2 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations. Significant reductions in the Parliament's annual appropriations may lead to a reduction of the Grant for the relevant budget year and/or of the total Grant amount. If the Grant amount is reduced the Parties shall revise the work plan, budget and results framework correspondingly, unless the Grant Recipient secures additional funding from other sources.
- 4.3 The Grant, including accrued interest, shall be used exclusively to finance the actual costs of the implementation of the Project during the Support Period.
- 4.4 At least 10 % of the Project's total costs shall be covered by funds that do not originate, directly or indirectly, from Norwegian public funds. This contribution shall be identified in the Project's financial statements.

The cost of the Secretariat is exempted from the requirement of 10 % cf 4.4. first paragraph, due to the Grant Recipients status as an umbrella organisation.

FOKUS member organisations that will implement activities as part of this Agreement are exempt from the requirement of 10% cf 4.4. first paragraph and for funds managed by FOKUS's member organisations only 5 % of the Project's total costs shall be covered by funds that do not originate, directly or indirectly, from Norwegian public funds. This contribution shall be identified in the Project's financial statements.

- 4.5 The Grant may be used to cover overheads/indirect costs up to a maximum of 7 % of Norad's pro rata share of the incurred direct costs of the Project.
- 4.6 The Grant Recipient is responsible for obtaining any additional resources which may be required to duly implement the Project.

#### 5 DISBURSEMENT

- 5.1 The Grant shall be disbursed in advance instalments based on the financial need of the Project for the upcoming period, which shall not exceed six months. The first disbursement may be made upon signature of the agreement based on the approved Application. The subsequent disbursements shall be made upon Norad's receipt of written disbursement requests from the Grant Recipient, describing the financial need for the period in question. The first disbursement may include approved Project expenses incurred from the start of the Support Period.
- 5.2 Financial need refers to the budgeted expenditure for the upcoming period, minus any funds available to the Project from all other sources during the same period.
- 5.3 The financial need shall be documented through an updated financial report for the Project and a reference to the latest approved work plan and budget.

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- 5.4 The disbursement requests shall be signed by an authorised representative of the Grant Recipient. A confirmation that the Project is being implemented in accordance with the Agreement shall be included in the disbursement request.
- 5.5 All disbursements are conditional upon the Grant Recipient's continued compliance with the requirements of the Agreement, including the timely fulfilment of reporting obligations. Norad may withhold disbursements in accordance with article 18 of the General Conditions if it finds that the requirements of the Agreement have not been met. Except for the Project's first year, the last disbursement each year is subject to Norad's approval of the progress report and financial report.
- 5.6 The Grant Recipient shall have a separate bank account exclusively for grants from Norad. All disbursements will be made to the following bank account:
- |                               |                                       |
|-------------------------------|---------------------------------------|
| Name of the account:          | FOKUS                                 |
| Account no.:                  | 1607 35 44851                         |
| IBAN no.:                     | NO5116073544851                       |
| Name and address of the bank: | DNB, Postboks 1600 Sentrum. 0021 Oslo |
| Swift/BIC code:               | DNBANOKKXXX                           |
| Currency of the account:      | NOK                                   |
- 5.7 The Grant Recipient shall immediately acknowledge receipt of the funds in writing. The amount received shall be stated, as well as the date of receipt and the exchange rate applied.

## 6 REPORTING AND OTHER DOCUMENTATION

- 6.1 The following shall be submitted by the Grant Recipient to Norad:
- A **progress report** covering the period from January to December shall be submitted to Norad by 30 June each year. The progress report shall include the content specified in article 2 of the General Conditions. Norad's reporting guidelines shall be followed.
  - A **financial report** covering the period from January to December shall be submitted to Norad by 30 June each year. The financial report shall include the content specified in article 3 of the General Conditions. The final financial report shall cover the entire Support Period and shall be submitted along with the final report referred to in article 6.1 f) of the Specific Conditions.
  - An **audit report** covering the annual financial statements of the Project shall be submitted to Norad by 30 June each year. The audit report shall comply with the requirements set out in article 7 of the Specific Conditions and article 5 of the General Conditions. If the auditor submits a management letter (matters for governance attention) this shall be attached to the audit report. The management letter shall list any measures that have been taken as a result of previous Project audits and state whether such results have been adequate to deal with reported shortcomings.
  - An updated **work plan and budget** covering the period from January to December shall be submitted to Norad by 1 November each year. The work plan and budget shall include the content listed in article 1 of the General Conditions. Norad's guidelines for work plan and budget shall be followed

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- e) The **annual report and audit report** of the Grant Recipient's entire organisation shall be submitted to Norad for information by 30 June each year. If the auditor submits a management letter (matters for governance attention) this shall be attached to the audit report.
- f) A **final report** for the Support Period shall be submitted to Norad no later than 6 months after the end of the Support Period. The final report shall include the content listed in article 4 of the General Conditions. Norad's reporting guidelines shall be followed.

6.2 If the Grant Recipient is unable to meet the deadlines set out above, Norad shall be informed immediately.

6.3 All work plans, budgets and reports shall be approved in writing by Norad unless otherwise agreed by the Parties.

## 7 AUDIT

7.1 The annual financial statements of the Project shall be audited in accordance with International Standards of Auditing (ISA). The Auditor shall comply with ISA 800 (Special Considerations - Audits of Financial Statements Prepared in Accordance with Special Purpose Frameworks) / ISA 805 (Special Considerations audits of single financial statements and specific elements, accounts or items of a financial statement) and all ISAs relevant to the Project audit. Additional requirements applicable to the auditor and the audit report are included in article 5 of the General Conditions.

## 8 FORMAL MEETINGS

8.1 The Parties shall hold formal meetings once per year, tentatively in November in order to discuss i.a. the results achieved by the Project during the Support Period. The meetings shall be called and chaired by the Grant Recipient.

8.2 The Grant recipient shall submit a draft agenda to Norad no later than two weeks before the meeting. Unless otherwise agreed, the Parties shall discuss, such as but not limited to, the latest progress report and financial report, and/or the work plan and budget for the upcoming period.

8.3 The Grant Recipient shall record main issues discussed, points of view expressed, and decisions made, in minutes from the meeting. The Grant Recipient shall submit the minutes to Norad no later than two weeks after the meeting for comments. The agreed minutes shall be endorsed by both Parties.

8.4 The Parties shall hold additional formal meetings if/when requested by Norad. Details regarding agenda and procedures will be agreed upon by the Parties.

## 9 REVIEWS AND OTHER FOLLOW-UP MEASURES

9.1 A mid-term review focusing on progress to date on a specify topic / thematic area shall be carried out by 30 June 2026. The Grant Recipient shall draft the terms of reference for the review and submit them to Norad for approval. The costs of the review shall be included in the Project budget.

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9.2 If the Grant Recipient or another interested party initiates a review or evaluation of activities wholly or partly funded by the Grant, Norad shall be informed. The Grant Recipient shall forward a copy of the report of any such review or evaluation to Norad without undue delay.

## 10 PROCUREMENT

10.1 All procurement under the Project shall be completed in accordance with the Procurement Provisions in Part III of this Agreement.

## 11 REPAYMENT OF INTEREST AND UNUSED FUNDS

11.1 Upon the end of the Support Period or upon termination of this Agreement, any unused funds that total NOK 500 or more shall in its entirety be repaid to Norad as soon as possible and at the latest within 6 months. The repayment shall include any interest which has not been used for Project purposes, and other financial gain accrued on the Grant.

11.2 Repayments shall be made to the following bank account:

Name of the account:	Norad
Account no.:	7694.05.14815
IBAN no.:	NO31 7694 0514 815
Name and address of the bank:	DNB Bank ASA, 0021 Oslo
Swift/BIC code:	DNBANOKKXXX

11.3 The transaction shall be clearly marked: "Unused funds". The name of the Grant Recipient shall be stated, along with Norad's agreement number(s) and agreement title(s).

## 12 SPECIAL PROVISIONS

12.1 The following additional terms and conditions shall apply for this Project/Programme:

- a) A revised the Theory of Change (TOC) and results framework including indicators shall be submitted for approval by Norad within 6 months after contract signing.
- b) A revised the FOKUS Risk Assessment and Mitigation System framework that include procedures and frequency for obtaining information, how often the risk matrix is updated, who is responsible for obtaining and following up, and which bodies are responsible for decisions related to responding to risks shall be submitted for approval by Norad within 6 months after contract signing.
- c) Develop a Sustainability and Exit Strategy with their partners within the first year. Samples of these strategies should be submitted to Norad within one year.

## 13 NOTICES

13.1 All communication to Norad concerning the Agreement shall be directed to the Section for Gender Equality at the following address/e-mail address: [genderequality@norad.no](mailto:genderequality@norad.no)

13.2 All communication to the Grant Recipient concerning the Agreement shall be directed to Program Director at the following address/e-mail address: [fokusmail@fokusvinner.no](mailto:fokusmail@fokusvinner.no).



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13.3 Norad's agreement number and agreement title shall be stated in all correspondence regarding this Agreement, including disbursement requests and repayment of unused funds.

#### 14 SIGNATURES

14.1 By signing part I of the Agreement, the Parties also confirm receipt and approval of part II; General Conditions, and part III; Procurement Provisions, which all form an integral part of the Agreement.

14.2 This Agreement in the English language has been signed by both Parties. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place: Oslo, Norway

Date: 11. april 2023

for the Norwegian Agency for Development  
Cooperation,

Lisa Sivertsen

Director

Department for Human Development

for Forum for Women and Development (FOKUS),

Anne-Mette Øvrum

Styreleder

#### Attachments:

Annex A: Approved budget for the Project

Annex B: Results framework



## **1 WORK PLAN AND BUDGET**

- 1.1 Any updated work plan to be submitted in accordance with the Specific Conditions shall be directly related to the results framework.
- 1.2 Any updated budget to be submitted in accordance with the Specific Conditions shall be based on the approved budget in Annex A and include estimated income to the Project from all sources as well as planned expenditures for the upcoming reporting period. The estimated financial need of the Project in the upcoming reporting period shall be clearly stated.

## **2 PROGRESS REPORT**

- 2.1 Any progress reports to be submitted in accordance with the Specific Conditions shall describe the results achieved by the Project during the reporting period. The report shall be set up in a way that allows direct comparison with the latest approved Application, work plan and budget, and shall be signed by an authorised representative of the Grant Recipient.
- 2.2 The progress reports shall, as a minimum, include:
  - a) an account of the results achieved so far by the Project, using the format, indicators and targets of the approved results framework. The overview must:
    - show delivered main outputs compared to planned Outputs;
    - show the Project's progress towards achieving the Outcome;
    - if possible, describe the likelihood of the Impact being achieved.
  - b) an account and assessment of deviations from the latest approved Application and/or work plan;
  - c) a brief update on the risk management of the Project, including:
    - any new risk factors;
    - how materialized risks have been handled in the reporting period;
    - the effectiveness of mitigating measures;
    - how risks will be handled going forward.

The update shall include both risks affecting Project achievements and the risks for negative consequences from the Project on its surroundings. Potential negative effects on the cross-cutting issues as referred to in the Specific Conditions article 3 shall always be accounted for.
  - d) a brief account of work undertaken to prevent instances of financial irregularities and sexual exploitation, sexual abuse and sexual harassment (SEAH).

## **3 FINANCIAL REPORT**

- 3.1 Any financial report to be submitted in accordance with the Specific Conditions shall comprise financial statements with a comparison to the latest approved budget for the reporting period, as well as an identification of any deviations from the budget as per clause 3.3 below. The financial report shall be certified by the financial controller (or equivalent) as well as an authorised representative of the Grant Recipient.
- 3.2 The financial statements shall be set up in a way that allows for direct comparison with the latest approved budget, using the same currency and budget line items. They shall, as a minimum, include:
  - a) income from all sources, including bank interest. Norad's contribution shall be specified;
  - b) expenses charged/capitalised in the relevant reporting period;
  - c) expenses charged/capitalised from start-up of the Project to the end of the reporting period;
  - d) unused funds as per the reporting date. Norad's share shall be specified;

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**PART II: GENERAL CONDITIONS  
APPLICABLE TO GRANTS FROM  
THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION**

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- e) overhead/indirect costs to be covered by the Grant in accordance with article 4 of the Specific Conditions;
  - f) balance sheet, when required in accordance with the accounting principles applied;
  - g) explanatory notes including a description of the accounting principles used and any other explanatory material necessary for transparent financial reporting of the Project.
- 3.3 Deviations from the approved budget shall be highlighted with information about both nominal amounts and percentage of each deviation. The Grant Recipient shall include a written explanation of any deviations amounting to more than 10% of a budget line and exceeds NOK 15 000 (fifteen thousand).

#### **4 FINAL REPORT**

- 4.1 The final report to be submitted in accordance with the Specific Conditions shall describe the results achieved by the Project during the Support Period. The report shall be set up in a way that allows for a direct comparison with the Application and shall be signed by an authorised representative of the Grant Recipient.
- 4.2 The final report shall, as a minimum, include:
- a) the items listed for the progress reports described in article 2 of the General Conditions, covering the entire Support Period;
  - b) an assessment of the Project's effect on society (Impact);
  - c) a description of the main lessons learned from the Project;
  - d) an assessment of how efficiently Project resources have been turned into outputs
  - e) an assessment of the sustainability of the achieved results by the Project.

#### **5 AUDIT**

- 5.1 If an audit of the Project's financial statements is required pursuant to the Specific Conditions article 6, the audit shall be carried out by an independent chartered/certified or state-authorised public accountant (auditor).
- 5.2 Norad reserves the right to approve the auditor and may require that the auditor shall be replaced if Norad finds that the auditor has not performed satisfactorily or if there is any doubt as to the auditor's independence or professional standards.
- 5.3 The auditor shall form an opinion on whether the Project's financial statements fairly reflect the financial position of the Project and whether they are prepared, in all material respects, in accordance with the applicable financial reporting framework and the requirements of article 3 of the General Conditions.
- 5.4 The auditor shall report in accordance with the applicable audit standards, as agreed in the Specific Conditions.
- 5.5 The audit report shall include:
- a) the Project name and agreement number;
  - b) the Project period subject of the audit;
  - c) reference to the financial reporting framework applied;
  - d) the auditing standards applied;
  - e) a statement that the auditor has obtained reasonable assurance about whether the financial statements as a whole are free from material misstatement;
  - f) the auditor's opinion.

- 5.6 If any findings have been reported in the Project's management letter, the Grant Recipient shall prepare a response including an action plan to be submitted to Norad together with the management letter.
- 5.7 The costs of the audit of the Project's financial statements shall be included in the Project's budget.
- 5.8 The audit requirements stated in this Agreement are applicable for the total Grant, including any part of the Grant that has been transferred to a cooperating partner.
- 5.9 The auditor of the Project's consolidated financial statement is responsible for the direction, supervision and performance of the audit of any part of the Grant that has been transferred to a cooperating partner. The auditor shall assure itself that those performing the audit for cooperating partners have the appropriate qualifications, that the audit is in compliance with professional standards, and that the audit report is appropriate under the circumstances. ISA 600 establishes standards and provide guidelines when using the work of other auditors.
- 5.10 The auditor of the Project's consolidated financial statement shall express an opinion on whether the statement is prepared, in all material respects, in accordance with the applicable financial reporting framework and the requirements of article 3. To this end, the auditor shall obtain sufficient appropriate audit evidence regarding the financial statements of the cooperating partner and the consolidation process.

## **6 CONTROL MEASURES**

- 6.1 Representatives of Norad and the Norwegian Auditor General may at all times carry out independent reviews, audits, field visits or evaluations or other control measures related to the Project. The objective of such control measures may be i.a to verify that the Grant has been used in accordance with the Agreement or to evaluate the achievement of results.
- 6.2 The Grant Recipient shall facilitate such control measures by providing all information and documentation necessary to carry out the relevant initiative, as well as ensuring unrestricted access to any premises, records, goods and documents requested.
- 6.3 The representatives of Norad and the Norwegian Auditor General shall also have access to the Grant Recipient's auditor and the auditor's assessments of all information pertaining to the Grant Recipient and the Project. The Grant Recipient shall release the auditor from any confidentiality obligations in order to facilitate such access.
- 6.4 The rights and obligations of this article 6 shall remain in force for 5 years following expiry or termination of the Agreement, whichever occurs later.

## **7 FINANCIAL MANAGEMENT**

- 7.1 The Grant Recipient shall keep accurate accounts of the Project's income and expenditure using an appropriate accounting- and double-entry book-keeping system<sup>1</sup>.

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<sup>1</sup> A double-entry bookkeeping a system is system of bookkeeping where every entry to an account requires a corresponding and opposite entry to a different account.

- 7.2 The accounts shall be kept up to date at least on a monthly basis. Bank reconciliations<sup>2</sup> and cash reconciliations<sup>3</sup> shall be completed at least every month, and shall be documented by the Grant Recipient.
- 7.3 Accounts and expenditures relating to the Project must be easily identifiable and verifiable, either by using separate accounts for the Project or by ensuring that Project expenditure can be easily identified and traced within the general accounting- and bookkeeping systems. Insufficient documentation may render the expenditure ineligible. The accounts must provide details of bank interest accrued on the Grant.
- 7.4 The Grant Recipient shall keep the Project's accounting records for at least 5 years from the time of Norad's approval of the final report for the Project. This shall include i.a. vouchers, receipts, contracts and bank statements.

## **8 EXCHANGE RATE FLUCTUATIONS**

- 8.1 If the Grant is converted into another currency, the exchange shall be made through a national or commercial bank unless otherwise approved by Norad. Exchange rates must be stated to four decimal places.
- 8.2 If exchange rate fluctuations decrease the value of the Grant to such an extent that this will have consequences for the implementation of the Project, the Grant Recipient shall inform Norad as soon as possible.
- 8.3 If exchange rate fluctuations increase the value of the Grant, the surplus shall be treated as disbursed Grant funds and used for Project purposes. This means that net surplus from conversion into foreign currency shall be subtracted from future disbursements or repaid as unused funds at the end of the Support Period, unless otherwise agreed between the Parties.

## **9 EQUIPMENT, CONSUMABLES AND INTELLECTUAL PROPERTY RIGHTS**

- 9.1 The right of ownership to equipment, consumables and intellectual property rights procured or developed by use of the Grant shall vest in the Grant Recipient or its cooperating partner, unless otherwise stated in the Application. All matters associated with such equipment, consumables and intellectual property rights are the exclusive responsibility of the Grant Recipient. However, significant use of such equipment, consumables and intellectual property rights for purposes outside the Project shall be subject to the Norad's prior approval.
- 9.2 Intellectual property rights financed in whole or in part from the Grant shall, in the spirit of securing such rights as a common global good, be managed in a way that maximizes their public accessibility and allows the broadest possible use. Material produced as a result of this Grant shall, as far as possible and appropriate, be placed in the public domain for non-commercial use.

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<sup>2</sup> Bank reconciliation is a process of verifying whether the sum found in the bank statements at the end of the period correspond with transactions recorded in the accounting system. This is usually done in conjunction with closure of the accounting records.

<sup>3</sup> Cash reconciliation is a process of verifying whether the cash at hand at the end of the period corresponds with the amount of cash in the beginning of the period and the registrations of withdrawals and deposits in the period. This is usually done in conjunction with closure of the accounting records.

- 9.3 Norad shall have a non-exclusive and royalty-free license to use all intellectual property rights procured or developed by the use of the Grant. Norad may assign this right to any individual or organisation at its own discretion.
- 9.4 Transfer of ownership of such equipment, consumables or intellectual property rights during the Support Period shall be made at market terms. Ownership may not be transferred to an employee of the Grant Recipient or its cooperating partner, or to anyone related or connected to an employee, if such relation could lead to a conflict of interest as described in article 17 of the General Conditions.
- 9.5 Before a transfer is decided, the Grant Recipient shall assess whether it may have an impact on the Project and, where appropriate, consult with Norad. Any income from a transfer shall accrue to the Project, and shall be reported in the financial statement of the Project.
- 9.6 The Grant Recipient shall prepare a record of transfer of ownership for any equipment, consumables and intellectual property rights. The record shall comprise information about the object of transfer, the original purchase price paid by the Grant Recipient, price offers received, the final sales price and the name of the purchaser. The record shall be submitted to Norad along with the first progress report due after the sale.
- 9.7 If the activities of the Project do not continue after the end of the Support Period or after termination of the Agreement, the Grant Recipient shall inform Norad about the remaining equipment and goods that have been purchased by use of the Grant. The Norad may require that such assets be sold. Such sale shall be completed in accordance with the procedures described above. Income from the sale shall be repaid to Norad.

## **10 REAL PROPERTY**

- 10.1 The Grant may not be used to purchase or construct real property (land or buildings) unless explicitly approved by Norad. Where Norad has approved a purchase or construction of real property such approval must be formalised in the Specific Conditions or in a separate agreement document.
- 10.2 The Grant Recipient and Norad shall in such agreement decide on the details concerning the ownership and the status of the real property after the end of the Support Period and/or the end of the Project.
- 10.3 Norad may in such an agreement require i.a. that the real property shall be sold after the end of the Support Period and that the proceeds from the sale shall be repaid to Norad. Norad may also reserve the right to establish security interests in any real property purchased by use of the Grant.

## **11 TRANSFER OF THE GRANT TO A COOPERATING PARTNER**

- 11.1 Transfer of all or part of the Grant including assets to a cooperating partner must be documented through a written sub-grant agreement. The sub-grant agreement shall specify that the cooperating partner is required to comply with the provisions of this Agreement which is relevant to the sub-grant agreement and to cooperate with the Grant Recipient to ensure that the Grant Recipient is able to fulfil its overall obligations under the Agreement.
- 11.2 The sub-grant agreement shall include provisions for results and financial reporting, audit, procurement and measures to prevent financial irregularities and sexual exploitation, abuse and harassment. Furthermore, the sub-grant agreement shall explicitly state that:



- a) both the Grant Recipient, Norad and the Norwegian Auditor General shall have access to undertake such control measures related to the cooperating partner's use of the Grant as described in article 6 of the General Conditions,
  - b) the Grant Recipient shall be entitled to claim repayment from the cooperating partner in the same instances and to the same extent that Norad is entitled to claim repayment from the Grant Recipient, and that Norad has the right to claim repayment directly from the cooperating partner to the same extent as the Grant Recipient,
  - c) the cooperating partner shall accept the choice of law and settlement of disputes provisions in article 25 of the General Conditions for any dispute arising between the cooperating partner and Norad.
- 11.3 The Grant Recipient shall assure itself that the cooperating partner has the necessary competence and internal procedures to meet the requirements of the Agreement that are relevant for the sub-grant agreement and shall follow-up the cooperating partner's compliance with such requirements throughout the Support Period.
- 11.4 The Grant Recipient must obtain and assess management letters issued to all cooperating partners. Any significant findings and a response including an action plan to be submitted to Norad.
- 11.5 The Grant may not be transferred to a cooperating partner who has previously been charged or sentenced for any criminal activity unless explicitly approved by Norad.
- 11.6 The Grant Recipient shall remain fully responsible towards Norad for any part of the Grant including assets that has been transferred to a cooperating partner.

## **12 CHANGES OR CIRCUMSTANCES AFFECTING THE PROJECT OR THE GRANT RECIPIENT**

- 12.1 The Grant Recipient shall immediately inform Norad of circumstances likely to hamper, delay or otherwise significantly affect the successful implementation of the Project. The same applies to significant changes to, or circumstances materially affecting, the Grant Recipient's organisation. Norad may suspend disbursement of the Grant until the implications for the Project has been assessed.

## **13 EXTENSION OF THE SUPPORT PERIOD**

- 13.1 The Grant Recipient may request an extension of the Support Period if this is necessary to complete all planned activities. The request must state the reasons for the delay and supporting documentation must be enclosed. Norad shall approve or decline the request in writing.

## **14 TRANSPARENCY**

- 14.1 Norad may make this Agreement and other Project documentation, such as but not limited to, the Application and agreed reports available to the public to promote transparency of the use of public funds.
- 14.2 The Grant Recipient shall make the Project documentation, including the Application and all agreed reports, available to anyone upon request. Requests for disclosure may only be denied if such disclosure is prohibited by confidentiality obligations and/or if it may be detrimental to the Grant Recipient's legitimate interests.

## **15 FINANCIAL IRREGULARITIES**

15.1 The Grant Recipient is required to practise zero tolerance against corruption and other financial irregularities within and related to the Project. The zero-tolerance policy applies to all staff members, consultants and other non-staff personnel and to cooperating partners and where relevant beneficiaries of the Grant.

15.2 "Financial irregularities" refers to all kinds of:

- a) corruption, including bribery, nepotism and illegal gratuities;
- b) misappropriation of cash, inventory and all other kinds of assets;
- c) financial and non-financial fraudulent statements;
- d) all other use of Project funds which is not in accordance with the Agreement.

15.3 In order to fulfil the zero-tolerance requirement, the Grant Recipient shall:

- a) organise its operations and internal control systems in a way that financial irregularities are prevented and detected;
- b) do its utmost to prevent and stop financial irregularities within and related to the Project;
- c) require that all staff involved in, and any consultants, suppliers and contractors financed under the Project refrain from financial irregularities.

15.4 The Grant Recipient shall inform Norad immediately of any indication of financial irregularities in or related to the Project. The Grant Recipient shall provide Norad with an account of all the known facts and an assessment of how the matter should be followed up, including whether criminal prosecution or other sanctions are considered appropriate.

15.5 The matter will be handled by Norad in accordance with Norad's guidelines for handling suspicion of financial irregularities. The Grant Recipient shall cooperate fully with Norad's investigation and follow-up. If requested by Norad, the Grant Recipient shall, provided there is sufficient basis for taking legal steps, report the suspicions to the police, commence civil proceedings for recovery of damages or apply other appropriate sanctions against persons or entities suspected of financial irregularities. However, in cases where the Grant Recipient is concerned that due process of law may be unavailable, the matter shall instead be included in the account and assessment referred to in clause 15.4 for discussion of a mutually acceptable course of action.

## **16 SEXUAL EXPLOITATION, SEXUAL ABUSE AND SEXUAL HARASSMENT**

16.1 Norad has zero tolerance for inaction against sexual exploitation, abuse and harassment (SEAH). The Grant Recipient shall have a victim/survivor-centred approach to SEAH issues and take all reasonable steps to prevent, detect and respond to SEAH within and related to the Project. This obligation applies to all staff members, consultants and other non-staff personnel, cooperating partners and any third parties involved in activities funded by the Grant.

16.2 The following definitions apply:

- a) Sexual exploitation: Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
- b) Sexual abuse: The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
- c) Sexual harassment: Any form of unwanted sexual attention that has the purpose or effect of being offensive, frightening, hostile, degrading, humiliating or troublesome.

16.3 The Grant Recipient shall:

- a) Adhere to the IASC-Minimum Operation Standards on “Protection from sexual exploitation and abuse by own personnel” and/or the SEA elements of the Core Humanitarian Standard on Quality and Accountability,
- b) have ethical guidelines that include policies on prevention and response to SEAH,
- c) organise its operations and internal control systems in a way that SEAH is prevented, detected and responded to,
- d) take swift action on suspicions or complaints of SEAH to stop harm occurring, investigate and report to relevant authorities (for criminal matters), after considering the rights, needs and wishes of the survivor/victim.

16.4 The Grant Recipient shall inform Norad immediately of any indications of SEAH credible enough to warrant an investigation within or related to the Project as well as indications of SEAH not directly linked to the Project but of significant impact on the partnership with Norad.

16.5 The Grant Recipient shall provide Norad with a report of the relevant facts and an assessment of how the matter will be followed up, including whether the organisation will improve internal systems to prevent, detect and respond to SEAH, and whether criminal prosecution or other sanctions are considered appropriate, considering the rights, needs and wishes of the survivor/victim. The reporting will be made without compromising the safety, security, privacy, and due process rights of any concerned person. The report will be handled by Norad in accordance with Norad’s guidelines for handling notifications of sexual abuse, sexual exploitation, and sexual harassment by grant recipients.

16.6 Upon request from Norad, the Grant Recipient shall grant the Norad access to all relevant information and documentation related to the Grant Recipient’s adherence with this article.

## **17 CONFLICT OF INTEREST**

17.1 The Grant Recipient shall take all necessary precautions to avoid any conflicts of interest in all matters related to the Project.

17.2 Conflict of interest refers to any situation where the impartial and objective exercise is, or may be, compromised for reasons involving family, personal life, political or national affinity, economic interest or any other connection or shared interest with another person. The obligation to avoid conflict of interest applies to anyone acting on behalf of the Grant Recipient.

17.3 If a conflict of interest occurs, the Grant Recipient shall, without delay, take all necessary measures to resolve the conflict, e.g. by replacing the person in question or by obtaining independent verification of the terms of the proposed decision or transaction.

17.4 If the conflict of interest cannot be resolved and/or if it relates to a decision or transaction of special significance to the Project, the decision or transaction may not be concluded without the prior, written approval of Norad.

## **18 BREACH OF THE AGREEMENT**

18.1 If the Grant Recipient fails to fulfil its obligations under this Agreement and/or if there is suspicion of financial irregularities, Norad may suspend disbursement of all or part of the Grant.

18.2 In the event of material breach of the Agreement, Norad may terminate the Agreement with immediate effect, and/or claim repayment of all or parts of the Grant. A repayment claim may

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also include interest and any other financial gain obtained by the Grant Recipient as a result of the financial irregularity.

18.3 Material breach of the Agreement shall include, without limitation, the following situations:

- a) all or part of the Grant has not been used in accordance with the Agreement and/or approved work plans and budget,
- b) the Grant Recipient has made false or incomplete statements to obtain the Grant,
- c) the use of the Grant has not been satisfactorily accounted for,
- d) the Grant Recipient has, after having been granted an extended deadline, failed to provide the agreed reports, or has knowingly provided reports that do not reflect reality,
- e) the Grant Recipient has failed to take preventive measures against sexual exploitation, sexual abuse, or sexual harassment, to detect or respond to indications thereof, or to take corrective action when sexual exploitation, sexual abuse or sexual harassment has occurred, in accordance with article 16 of the General Conditions,
- f) financial irregularities, grave professional misconduct, or illegal activity of any form have taken place within the Grant Recipient or its cooperating partners,
- g) the Grant Recipient has failed to inform Norad of indication of financial irregularities within the Project in accordance with article 15 of the General Conditions,
- h) the Grant Recipient has changed legal personality without prior notification to Norad,
- i) the Grant Recipient is bankrupt, being wound up or is having its affairs administered by the courts, or is subject to any analogous or corresponding procedure provided for under national legislation.

18.4 The Grant Recipient shall inform Norad immediately of any circumstances that may indicate or lead to a breach of Agreement, and shall provide Norad with any information or documentation it may reasonably require in order to determine if a breach of the Agreement has occurred.

18.5 Norad may also suspend disbursements or terminate the Agreement with immediate effect if a material breach of another agreement between Norad and the Grant Recipient has been established.

## **19 TERMINATION OF THE AGREEMENT**

19.1 Each of the Parties may terminate the Agreement upon a written notice.

19.2 The Support Period shall end three months after the date of the notice of termination. During these three months, the Grant Recipient may only use the Grant to cover commitments that have been established before the date of the notice of termination.

19.3 If the Project cannot continue without the Grant, the Grant Recipient shall use these three months to discontinue or scale down the Project promptly and in an orderly and financially sound manner.

19.4 The Grant Recipient shall submit a final report to Norad within three months of the end of the Support Period. The final report shall meet the requirements set out in article 4 of the General Conditions and shall also include a financial report and audit report covering the period from the previous financial report until the end of the Support Period.

19.5 The Agreement will be considered terminated when the final report has been approved by Norad and any remaining funds have been repaid.

## **20 WAIVER AND IMMUNITIES**

- 20.1 Nothing in the Agreement or any document related to the Agreement or Norad's acceptance of other countries' jurisdiction in disputes arising from this Agreement shall imply that Norad, the Government of Norway or any of their employees are deemed to have, expressly or implicitly waived any privileges or immunities they may have. This article 20 will not prevent arbitration or court proceedings in the legal venue of the Grant Recipient pursuant to article 25 of the General Conditions.

## **21 LIABILITY**

- 21.1 Norad shall not under any circumstances or for any reason be held liable for damage, injury or loss of income sustained by the Grant Recipient or its agencies, staff or property as a direct or indirect consequence of the Project or services provided thereunder. Norad will not accept any claim for compensation or increases in payment in connection with such damage, injury or loss of income.
- 21.2 The Grant Recipient shall assume sole liability towards third parties, including liability for damage, injury or loss of income of any kind sustained by them as a direct or indirect consequence of the Project. The Grant Recipient shall indemnify Norad against any claim or action from the Grant Recipient's staff or third parties in relation to the Project.

## **22 ASSIGNMENT**

- 22.1 The Agreement and/or the Grant may not be assigned to a third party without the prior written consent of Norad. This shall not, however, prevent transfer of parts of the Grant to a cooperating partner in accordance with article 11 of the General Conditions.

## **23 RECOGNITION AND PUBLICATION**

- 23.1 The Grant Recipient shall acknowledge Norad's support to the Project in all publications and other materials issued in relation to the Project. Norad's logotype will be provided by Norad upon request. All use of Norad's logotype must be approved by Norad.

## **24 ENTRY INTO FORCE, DURATION AND AMENDMENT**

- 24.1 The Agreement shall enter into force at the date of the last signature and shall remain in force until all obligations arising from it have been fulfilled, or until it is terminated in accordance with the provisions of the General Conditions. Whether the obligations of the Agreement shall be considered fulfilled, will be determined through consultations between the Parties and confirmed by Norad in a completion letter.
- 24.2 The Agreement may be amended. Any such amendment must be agreed upon in writing between the Parties and shall become an integral part of the Agreement.
- 24.3 Termination or expiry of the Agreement shall not release the Parties from any liability arising from any act or omission that has taken place prior to such termination or expiry.

## **25 CHOICE OF LAW AND SETTLEMENT OF DISPUTES**

- 25.1 The Agreement shall be governed and construed in accordance with Norwegian law.

- 25.2 If any dispute arises relating to the implementation or interpretation of the Agreement, the Parties shall seek to reach an amicable solution.
- 25.3 Any dispute arising out of or in connection with the Agreement that cannot be solved amicably, shall exclusively be settled before the Norwegian courts of law with Oslo District Court as legal venue.
- 25.4 Norad may, at its own sole discretion and as an alternative to the legal venue mentioned above, choose to settle the dispute by
- a) the courts in the legal venue of the Grant Recipient, or
  - b) arbitration in accordance with the Arbitration Rules of the Arbitration Institute of the Stockholm Chamber of Commerce. The arbitral tribunal shall be composed of three arbitrators. If the disputed amount is below an amount corresponding to NOK 10 000 000 the arbitral tribunal shall, however, be composed of a sole arbitrator. The seat of arbitration shall be Stockholm, Sweden, and the language to be used in the arbitral proceedings shall be English. The Parties agree that neither the arbitral proceedings nor the award shall be subject to any confidentiality.
- 25.5 The Parties agree that no other courts of law, than as set out in this article 25, shall have jurisdiction over disputes arising out of or in connection with this Agreement.

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Standard:	<b>Norwegian and Non-Norwegian NGOs</b>	Revision no.:	3
Procurement Provisions	<b>Grant Management Regime I and II</b>	Date:	21.10.2019

## PART III: PROCUREMENT IN THE CONTEXT OF PROJECTS FINANCED BY THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION

### 1 INTRODUCTION

- 1.1 This Part III sets out procurement rules and principles which shall be applied by the Grant Recipient when procuring goods, services or works to Projects financed by the Norwegian Agency for Development Cooperation (Norad). Stricter rules may supplement the compulsory minimum rules set forth in this Part III.
- 1.2 Norad may carry out ex post checks on the Grant Recipient's compliance with the rules set forth in this Part III.
- 1.3 Failure to comply with the rules set forth in this Part III shall render the Project expenditure ineligible for Norad funding and may lead to withholding funds or claim for repayment in accordance with article 17 of the General Conditions (Part II) of this Agreement.
- 1.4 Contracts shall not be split artificially to circumvent the procurement thresholds. All monetary amounts referred to in this Part III are amounts excluding value-added tax (VAT).
- 1.5 The procurement provisions shall also apply to any procurements to be carried out by the Grant Recipient's cooperation partners or others. The Grant Recipient shall be responsible for compliance as per article 11 of the General Conditions (Part II) of this Agreement regardless of whether the procurement is carried out by the Grant Recipient itself or its cooperation partners or others.
- 1.6 Sections 1 to 4 set out rules, which shall apply to all contracts. Sections 5 to 6 contain specific rules for service, supply and works contracts. Section 7 lists the situations where a negotiated procedure without prior publication is permitted.

### 2 BASIC PRINCIPLES

- 2.1 If a Project requires procurement by the Grant Recipient, the contract must be awarded following a tender procedure to the most economically advantageous tender (i.e. to the tenderer obtaining the best score based on price and quality), or, as appropriate, to the tenderer offering the lowest price. In doing so, the Grant Recipient shall avoid any conflict of interests and respect the following basic principles:

- a) **Competition:** The procedures applied and the award of contracts shall be based on fair competition.
- b) **Equal treatment and non-discrimination:** Participation in tender procedures shall be open on equal terms to all natural and legal persons. During the entire procurement and the award of contracts, the Grant Recipient shall not discriminate against candidates/tenderers or groups of candidates/tenderers.
- c) **Transparency and ex-ante publicity:** As a general rule, tender procedures shall be based on prior publication. Where the Grant Recipient does not launch an open tender procedure, it shall justify the choice of tenderers that are invited to submit an offer.
- d) **Objective criteria:** The Grant Recipient shall evaluate the offers received against objective criteria, which enable the Grant Recipient to measure the quality of the offers and shall take into account the price (the offer with the lowest price shall be awarded the highest score for the price criterion). The criteria shall be set out beforehand and shall be relevant to the contract in question.
- e) **Notoriety:** The Grant Recipient shall keep sufficient and appropriate records and documentation with regard to the procedure, its evaluation and award.

### 3 ELIGIBLE TENDERERS

3.1 Tenderers must provide information on their legal form and ownership structure.

3.2 Tenderers shall be excluded from participation in a procurement procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations. However, tenderers in this situation may be eligible to participate insofar as the Grant Recipient is able to purchase supplies on particularly advantageous terms from either a supplier which is definitively winding up its business activities, or the receivers or liquidators of a bankruptcy, through an arrangement with creditors, or through a similar procedure under national law;
- b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a final judgment;
- c) they have been guilty of grave professional misconduct; proven by any means which the Grant Recipient can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country in which they are established, or with those of the country of the Grant Recipient or those of the country where the contract is to be performed;



- e) they or persons having powers of representation, decision-making or control over them have been convicted for fraud, corruption, involvement in a criminal organisation or money laundering by a final judgment;
  - f) they make use of child labour or forced labour and/or practise discrimination, and/or do not respect the right to freedom of association and the right to organise and engage in collective bargaining pursuant to the core conventions of the International Labour Organization (ILO).
- 3.3 Tenderers shall confirm in writing that they are not in any of the situations listed above. Even if such confirmation is given by a tenderer, the Grant Recipient shall investigate any of the situations listed above if it has reasonable grounds to doubt the contents of such confirmation.
- 3.4 Contracts shall not be awarded to tenderers which, during the procurement procedure:
- a) are subject to a conflict of interests;
  - b) are guilty of misrepresentation in supplying the information required by the Grant Recipient as a condition of participation in the tender procedure, or fail to supply this information.

#### **4 GENERAL PROCUREMENT RULES**

- 4.1 The tender documents shall be drafted in accordance with best international practice. The Grant Recipient may voluntarily use the models published in the Practical Guide on the EuropeAid (EU) website.
- 4.2 The Grant Recipient shall take into account universal design and the potential environmental impact of any planned procurements.
- 4.3 All invitations to submit tenders shall state that offers will be rejected if any illegal or corrupt practises have taken place in connection with the award. All contracts concluded under the Project shall state that the Grant Recipient may terminate the contract if it finds that illegal or corrupt practises have taken place in connection with the contract award or execution.
- 4.4 The time-limits for receipt of tenders and requests to participate must be sufficient to allow interested parties a reasonable and appropriate period to prepare and submit their tenders.
- 4.5 An evaluation committee must be set up to evaluate applications and/or tenders of a value of NOK 500 000 or more on the basis of the exclusion, selection and award criteria. This committee must have an odd number of members, at least three, with all the technical and administrative capacities necessary to give an informed opinion on the tenders.

- 4.6 For contracts with a value exceeding NOK 100 000, the Grant Recipient shall compile a written record with documentation of all assessments and decisions during all steps of the procurement process from the planning stage until the signing of the contract. Upon request by Norad, the Grant Recipient shall deliver its written record to Norad and grant Norad access to all relevant information and documentation related to the procurement procedure and practices applied.

## 5 AWARD OF CONTRACTS

- 5.1 Contracts with a value of less than NOK 500 000 may be awarded by using any procurement procedure established by the Grant Recipient, while respecting the rules and principles laid down in Sections 1 to 4 of this Part III.
- 5.2 Contracts with a value exceeding NOK 500 000 shall be awarded by means of one of the following procurement procedures:
- a) **Open tender procedure:** In open procedures, any interested tenderer may submit a tender in response to a call for competition. The tender shall be accompanied by the information for qualitative selection as requested by the Grant Recipient.
  - b) **Restricted procedure:** In restricted procedures, any tenderer may submit a request to participate in response to a call for competition by providing the information for qualitative selection as requested by the Grant Recipient. Only those tenderers invited to do so by the Grant Recipient following its assessment of the information provided may submit a tender. The Grant Recipient may limit the number of suitable candidates to be invited to participate in the procedure.
  - c) **Competitive procedure with negotiation:** In competitive procedures with negotiation, any tenderer may submit a request to participate or a tender in response to a call for competition by providing the information for qualitative selection as requested by the Grant Recipient. Tenderers may submit an initial tender, which shall be the basis for subsequent negotiations. The minimum requirements and the award criteria shall not be subject to negotiations.
- 5.3 Where the Grant Recipient does not launch an open tender procedure, it shall justify and document in writing the choice of tenderers that are invited to submit an offer.
- 5.4 Deviations from the procedures listed in Section 5.2 are limited to the situations listed in Section 7 of this Part III.

## 6 PUBLICATION OF PROCUREMENT NOTICE

- 6.1 The following shall apply with respect to publication of the procurement notice:<sup>1</sup>

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<sup>1</sup> Definitions of different types of contracts and procedures can be found in Directive 2014/24/EU.

- a) **Service and supply contracts from NOK 500 000 to less than NOK 2 500 000 and works contracts from NOK 500 000 to less than NOK 40 000 000**

The prior procurement notice shall be published in all appropriate media, at least in the country in which the Project will be carried out as well as on the Grant Recipient's website.

- b) **Service and supply contracts with a value of NOK 2 500 000 and above and works contracts with a value of NOK 40 000 000 and above**

The prior procurement notice shall be published in all appropriate media, in particular on the Grant Recipient's website, in the international press and the national press of the country in which the Project will be carried out, and in any other relevant specialist periodicals.

## **7 USE OF NEGOTIATED PROCEDURE WITHOUT PRIOR PUBLICATION**

7.1 The Grant Recipient may use a negotiated procedure without prior publication in the following cases:

- a) if any of the circumstances set out in Article 32 of Directive 2014/24/EU are present;
- b) for purposes of humanitarian aid and civil protection operations or for crisis management aid in a crisis that has been formally recognised by and for the time period declared by Norad;
- c) where the services are entrusted to public-sector or non-profit bodies and relate to activities of an institutional nature or are designed to provide assistance to people in the social field;
- d) for contracts declared to be secret, or whose performance must be accompanied by special security measures, or when the protection of the essential interests of Norad so requires.

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PROJECT TITLE: Framework Agreement with Norad											
NAME OF ORGANIZATION: FOKUS											
BUDGET CURRENCY: NOK											
DIRECT PROJECT COSTS											
	2023	2024	2025	2026	2027	TOTAL	Share	Notes			
	NOK	NOK	NOK	NOK	NOK	NOK	%				
DIRECT PROJECT COSTS (HQ)	13 935 813	13 935 813	13 935 813	13 935 813	13 935 813	69 679 064	31 %	1			
DIRECT PROJECT COSTS (Regional/Country Office/Other level)	4 850 279	4 850 279	4 850 279	4 850 279	4 850 279	24 251 395	11 %	2			
DIRECT PROJECT COSTS (Local partner*)	25 655 286	25 655 286	25 655 286	25 655 286	25 655 286	128 276 432	58 %				
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>222 206 891</b>					
DIRECT PROJECT COST BY COUNTRY											
	2023	2024	2025	2026	2027	TOTAL	Share				
	NOK	NOK	NOK	NOK	NOK	NOK	%				
Colombia	14 010 279	14 010 279	14 010 279	14 010 279	14 010 279	70 051 395	32 %				
Ethiopia	1 677 204	1 677 204	1 677 204	1 677 204	1 677 204	8 386 020	4 %				
Guatemala	5 000 000	5 000 000	5 000 000	5 000 000	5 000 000	25 000 000	11 %				
Kenya	803 690	803 690	803 690	803 690	803 690	4 018 450	2 %				
Malawi	781 000	781 000	781 000	781 000	781 000	3 905 000	2 %				
Norway	13 935 813	13 935 813	13 935 813	13 935 813	13 935 813	69 679 064	31 %	1			
Somaliiland	702 400	702 400	702 400	702 400	702 400	3 512 000	2 %				
Tanzania	2 981 560	2 981 560	2 981 560	2 981 560	2 981 560	14 907 800	7 %				
Uganda	4 549 432	4 549 432	4 549 432	4 549 432	4 549 432	22 747 162	10 %				
Global/Regional (if relevant)							0 %				
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>222 206 890</b>					
DIRECT PROJECT COST BY OUTCOME											
	2023	2024	2025	2026	2027	TOTAL	Share				
	NOK	NOK	NOK	NOK	NOK	NOK	%				
Ending Violence against Women and Girls	14 101 957	14 101 957	14 101 957	14 101 957	14 101 957	70 509 787	32 %				
Removing Barriers, Improving Access to Women's and Girls' SRHR	14 754 338	14 754 338	14 754 338	14 754 338	14 754 338	73 771 692	33 %				
Women at Work, Economic Justice for All	4 831 686	4 831 686	4 831 686	4 831 686	4 831 686	24 158 428	11 %				
Women, Peace and Security: Building Sustainable Peace	10 753 397	10 753 397	10 753 397	10 753 397	10 753 397	53 766 985	24 %				
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>222 206 890</b>					
INCOME/FINANCING PLAN DIRECT PROJECT COSTS											
	2023	2024	2025	2026	2027	TOTAL	Share				
	NOK	NOK	NOK	NOK	NOK	NOK	%				
Grant funding Norad	39 916 843	39 916 843	39 916 843	39 916 843	39 916 843	199 584 216	89,8 %				
Grant funding other donors	1 331 986	1 331 986	1 331 986	1 331 986	1 331 986	6 659 930	3,0 %	4			
Funding provided by grant recipient	3 192 549	3 192 549	3 192 549	3 192 549	3 192 549	15 962 745	7,2 %	4			
Other income							0 %				
<b>TOTAL INCOME/FINANCING PLAN DIRECT PROJECT COSTS</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>44 441 378</b>	<b>222 206 891</b>					
APPLICATION/GRANT AMOUNT											
	2023	2024	2025	2026	2027	TOTAL	Rate				
	NOK	NOK	NOK	NOK	NOK	NOK					
Norad contribution secretariat	13 491 463	13 491 463	13 491 463	13 491 463	13 491 463	67 457 314					
Norad contribution direct project cost	26 425 380	26 425 380	26 425 380	26 425 380	26 425 380	132 126 902					
Norad indirect cost contribution	283 157	283 157	283 157	283 157	283 157	1 415 785	7,0 %	3			
<b>TOTAL NORAD APPLICATION/GRANT AMOUNT</b>	<b>40 200 000</b>	<b>40 200 000</b>	<b>40 200 000</b>	<b>40 200 000</b>	<b>40 200 000</b>	<b>201 000 000</b>					

1. Budgeted expenses at HO include funds for capacity building of local partners, evaluations and funds for responsible phasing out of partners. Some of these expenses might be moved to direct project costs at local partners when reporting, depending on where the expenses are incurred.

2. Includes expenses at the FOKUS regional offices in Colombia and (the planned office) in Uganda.

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3: Norad indirect cost contribution is only applied to member organizations which have agreed to undertake full programme and financial management of the project. For these member organizations (NKS, PAWA, UPLIFT, SoP) we apply for 7% indirect cost contribution. All these organizations have both direct as well as indirect costs related to the project which exceed what is covered by their grant from FOKUS/Norad. In most cases indirect cost contribution is used to cover parts of the salary expenses for the employees which are responsible for the management of the project.

4: The following donors contribute with co-funding to the project:

Local Partner	Donor	Amount
Kivulini	Wellspring	715 000
IXMUKANE	Agencia Irlandesa Catolica Trocaire	60 000
Ensayos	Hegoa-AVCD	59 724
OSAR	ISDM	35 000
IXMUKANE	UNFPA- Guatemala	60 000
ENSAYOS	ICTI	42 660
ENSAYOS	ICANH	7 110
WCCI	Shockwave Foundation	352 497
<b>Total</b>		<b>1 331 986</b>

The total own-contribution to the project (including co-financing) is NOK 4 524 535  
 This amount is significantly higher than the minimum required own contribution:

Minimum requirement own contribution	Budget	Own Contribution %	Own Contribution amount
FOKUS (expenses at FOKUS)	13 491 463	0	0
Member organisation and their local partners	5 925 204	5,0 %	296 260
Direct local partners, incl regional offices	25 024 711	10,0 %	2 502 471
<b>Total</b>	<b>44 441 378</b>	<b>6,3 %</b>	<b>2 798 731</b>

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Results Framework for FOKUS – Forum for Women and Development – Revised November 2020



Programme	Ending Violence against Women and Girls <b>PR 01.03.2023</b>						
Impact	Achieve Gender Equality and Empower all Women and Girls		Programme Country	Sources of verification	Frequency of Measurement	Baseline	Target
Impact indicator #1	#1	Discriminatory Norms (S)	Colombia	Women Pares and Security Index	2015, 2017	8	< 9
Guatemala			13			< 13	
Tanzania			15			< 18	
Kenya			18			< 18	
Impact indicator #2	#2	Intimate Partner Violence (S)	Colombia			12	< 12
Guatemala			7			< 7	
Tanzania			24			< 24	
			Kenya			23	< 23
			Tanzania	Health clinic surveys	Annually	33% (single) and 31% (dual) of pregnant women DVHR	National target to end FGM by 2030
	#3	FGM prevalence rates	Kenya	UNFPA / UNICEF annual report, Demographic and Health Surveys	Not known	84% (2014)	National target to end FGM by November 2022.

The index is published every second year, last in 2021 (Base)eset

National rate 10% (2014)

85% in intervention area, national rate 21%

#	Expected Result	Indicator	Related to Output	Programme Country	Sources of verification	Frequency of Measurement	Baseline (2019-2022)	Target							
								2023	2024	2025	2026	2027	2023-2027		
Outcome 1	Strengthened mechanisms for the prevention, protection and response to violence against women and girls	1.1 Annual number of cases of violence against women reported to law enforcement in intervention areas	1.1	Colombia	Legal officer's register, Police gender desk register, Case referral forms	Annually	0	3	4	3	3	3	17		
				Guatemala	Legal officer's register, Police gender desk register, Case referral forms	Annually	313	146	146	146	146	145	729		
				Tanzania	Legal officer's register, Police gender desk register, Case referral forms	Annually	116	60	60	60	60	60	300		
			1.2 Number of violence against women-related public policies, laws and action plans influenced	1.2/1.3	Colombia	Public policies, laws, action plans and annual reports	Annually	0	1	2	1	1	1	6	
					Guatemala	Public policies, laws, action plans and annual reports	Annually	7	1	1	2	1	2	7	
					Tanzania	Public policies, laws, action plans and annual reports, End of phase assessment	Annually	2	0	1	1	1	2	5	
		1.3 # of community members contribute to combat VAWG/FGM	1.1/1.4	Colombia	Activity reports		0	15	30	30	30	35	140		
				Guatemala	cases presented to ancestral and local authorities and responses, Follow-up reports		TBD	85	75	25	25	25	235		
		1.4 Number of survivors of VAWG receiving legal, medical and psychological support, healing, and protection			Colombia	Activity reports	Annually	75	300	300	300	360	360	1620	
					Guatemala	Activity reports	Annually	883	590	590	590	800	3160		
				1.5 Share of violence against women-related legal aid support cases with a favorable legal outcome (%)	1.1	Colombia	Case files, judgments of courts of justice	Final	0						15%
						Guatemala	Reports, legal files, Minutes meetings with justice authorities and networks.	Final	5%						40%
Output 1.1	Capacity of stakeholders working with women and girls subject to violence reinforced	1.1.1 Number of stakeholders trained in addressing violence against women and girls	Colombia	Participants lists, semi-annual and annual reports	Annually	8	4	4	4	4	4	28			
			Guatemala	Participants lists, semi-annual and annual reports	Annually	519	80	69	9	9	9	695			
			Tanzania	Participants lists, semi-annual and annual reports	Semi-annually	2226	860	135	315	135	740	2185			
			Kenya	Participants lists, semi-annual and annual reports		0	16	16	16	16	16	80			
			1.1.2 Number of new capacity development materials created	Colombia	Physical and digital materials, systematizations, care methodology documents	Annually	6	2	2	1	1	2	8		
		Guatemala		Physical and digital materials	Annually	14	1	1	2	2	2	8			
		Tanzania		Physical and digital materials	Annually	1	1	1				2			
		Kenya		Physical and digital materials	Annually	13	2	2	2	2	2	10			
		Colombia		Policy documents submitted	Annually	6	2	2	2	2	2	10			

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Output 1.2	CSO advocacy efforts on combating violence against women and girls strengthened	1.2.1 Number of policy inputs submitted	Guatemala	Policy documents submitted	Annually	22	0	1	1	1	1	4
			Tanzania	Policy documents submitted	Annually	-	8	9	9	9	9	44
		1.2.2 Number of interdisciplinary and inter-institutional coordination spaces on VAWG strengthened by the participation of partner organizations	Colombia	Meeting minutes, Annual report	Annually	0	2	2	2	4	4	14
			Guatemala	Meeting minutes, Annual report	Annually	0	1	1	2	3	1	8
			Tanzania	Meeting minutes, Annual report		0	8	12	12	12	12	56
			Kenya	Meeting minutes, Annual report		2+20	7	7	7	7	7	35
Output 1.3	Knowledge of violence against women and girls expanded	1.3.1 Number of studies on violence against women and girls published	Colombia	Reports, investigations	Annually	2	1	1	4	4	3	13
			Tanzania	Reports, investigations		0	37	37	37	37	37	185
		1.3.2 Number of inter-institutional dialogues generating mechanisms to combat VAWG	Colombia	Event reports, annual reports	Annually	3	1	1	2	1	1	6
			Guatemala	Event reports, annual reports	Annually	3		1		1		2
			Tanzania	Event reports, annual reports	Annually	7	9	9	9	9	9	45
			Output 1.4	Awareness of violence against women and girls raised	1.4.1 Number of awareness-raising campaigns on violence against women and girls conducted	Colombia	Campaign materials, photos, videos, annual reports	Annually	8	1	1	1
Guatemala	Campaign materials, photos, videos, annual reports	Annually				8	1	1	1	1	1	5
Tanzania	Campaign materials, photos, videos, annual reports	Annually				134	40	37	40	37	47	201
Kenya	Meeting minutes, participant lists and reports	Annually				16	12	12	12	12	12	60
1.4.2 Number of individuals educated on violence against women and girls	Colombia	Staff reports, participants lists, CA reports			Annually	2351	260	255	300	345	345	1505
	Guatemala	Staff reports, participants lists			Annually	3207	185	165	185	185	215	935
	Tanzania	Staff reports, participants lists			Annually	82134	10000	12250	12250	12250	12250	59000
	Kenya	Staff reports, participants lists			Annually	4332/36300	3500	3500	3500	3500	3500	17500
Global (CSW)	FOKUS CSW report, annual reports	Annually			93	TBD	TBD	TBD	TBD	TBD	TBD	
1.4.3 Number of men trained on VAWG and women's rights	Guatemala	Meeting minutes, participant lists and reports			Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	1.4.4 Number of School Healthclubs/created and supported	Tanzania	Meeting minutes, participant lists and reports	Annually	37	11	8	8	8	8	43	
Kenya		Meeting minutes, participant lists and reports	Annually	24	4	4	4	4	4	20		
Output 1.5	Capacity of FOKUS' partner organizations working on violence against women and girls strengthened	1.5.1 Number of FOKUS' partner organizations working on VAWG trained and provided technical support	Colombia	Annual reports, travel reports	Annually	1	4	4	4	4	4	4
			Guatemala	Annual reports, travel reports	Annually	5	4	4	4	4	4	4
			Tanzania	Annual reports, travel reports	Annually	2	2	2	2	2	2	2
			Kenya	Annual reports, travel reports	Annually	0	1	1	1	1	1	1
		1.5.2 # of staff trained	Colombia	Annual reports	Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD
			Guatemala	Annual reports	Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD
			Tanzania	Annual reports	Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD
			Ethiopia	Human resource report and certificate	Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD
		Kenya	Activity reports	Annually	TBD	TBD	TBD	TBD	TBD	TBD	TBD	
		1.5.3 Number of persons from FOKUS' partner organizations participating at CSW	Global (CSW)	Annual reports	Annually	0	3	3	3	3	3	15



Programme: Removing Barriers, Improving Access to Women's and Girls' SRHR PR 01.02.2023														
Impact	Achieve Gender Equality and Empower all Women and Girls			Programme Country	Sources of Verification	Frequency of Measurement	Baseline	Target						
Impact Indicator	#1	Contraceptive prevalence: Any modern method (Percent), Female 15-49, married or in a union.		Colombia	United Nations Population Division.		76.9 (2021)	> 86.6						
				Guatemala			59.7 (2022)	<51.7						
				Ethiopia			39 (2021)	<39						
				Uganda			42.5 (2021)	<42.5						
				Malawi			64.5 (2021)	<64.5						
Impact Indicator	#2	Adolescent birth rate (per 1,000 women aged 15-19 years)		Colombia	The World's Abortion Laws Map		1.9 (2021)	<2.1						
				Guatemala			97.61 (2022)	<92.6						
				Ethiopia			61.16 (2022)	<69.16						
				Uganda			66.5 (2021)	<66.5						
				Malawi			105.66 (2022)	<105.66						
Impact Indicator	#3	Ranking on The World's Abortion Laws Map		Colombia			117.33 (2021)	<117.33						
				Guatemala			116.07 (2022)	<116.07						
				Ethiopia			blue							
				Uganda			red							
				Malawi			red							
#	Expected Result	Indicator	Related to Output	Programme Country	Sources of Verification	Frequency of Measurement	Baseline (2019-2022)	Target					Total 2023-2027	
	Improved access to safe abortion and other sexual and reproductive health and rights (SRHR) for women and girls	2.1 Share of SRHR-related legal assistance cases with a favorable legal outcome (%)	2.1	Colombia	Case system / La Mesa		70 %						80 %	
				Guatemala	Case files, audios of hearings, photos and Court rulings	Quarterly	44 %	tbd					tbd	
		2.2 Number of public policies, laws and action plans related to SRHR influenced	2.3/2.4	Colombia	Public policies, laws, action plans and annual reports	Quarterly	6	tbd	tbd	tbd	tbd	tbd	tbd	tbd
				Guatemala	Public policies, laws, action plans and annual reports	Annually	6	1	1	1	1	1	7	
				Somaliiland	Public policies, laws, action plans and annual reports	Annually	0		1				1	
		2.3 Number of women, girls, LBT+ accessing quality SRHR information and services		Colombia	User management software and clinic historic at Orientame	Quarterly	16577	4759	4789	4819	4849	4879	24095	
				Guatemala	Case files, audios of hearings, photos and Court rulings	Quarterly	79	191	201	211	231	251	1164	
				Uganda	Service delivery registers	Annually	0	24	32	40	40	40	176	
				Malawi	Service delivery registers (HMIS) DHIS 2	Annually	0	3000	6000	6000	6000	3000	24000	
		Output 2.1	Capacity of public and private stakeholders working on women's and girls' SRHR reinforced	2.1.1 Number of clinics/health centers, school points supported to provide SRHR services to socioeconomically vulnerable women and girls		Colombia	Orientame reports	Annually	12	4	4	4	4	4
Malawi	Project activity reports					Annually	0	6	8	8	8	6	36	
Somaliiland	DHS Service Provision Assessments, satisfactions surveys					Annually	0	1	2	2	0	0	5	
2.1.2 Number of capacity development materials created				Colombia	Physical and digital materials	Annually	9	7	10	13	16	19	65	
				Guatemala	Terms of Reference, protocols and activity reports	Annually	6	tbd					tbd	
				Malawi	Project activity reports	Annually	0		3				3	
				Somaliiland	Physical and digital materials	Annually	0	1	1	1	1	1	5	
2.1.3 Number of professionals/ stakeholders trained in SRHR				Colombia	Participants lists, training reports	Quarterly	3599	1160	1160	1160	1160	1160	5800	
				Guatemala	Participants lists, training reports	Annually	1177	160	180	190	190	180	900	
				Malawi	Project activity reports	Annually	0	15	30	30	0	0	75	
				Uganda	Surveys, questionnaires, attendance records	Annually	0	88	88	88	88	88	440	
				Somaliiland	Participants lists, training reports	Annually	0	3	6	6	0	0	15	
2.1.4 Number of				Colombia	Meeting reports	Annually	TBD	6	6	6	6	6	30	
				Guatemala	Meeting reports	Annually	TBD	3	3	3	3	3	15	

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		conferences / workshops / stakeholder meetings		Ethiopia	Meeting reports	Annually	0	1	1	1	1	1	5
				Malawi	Project activity reports	Annually	0	2	2	2	2	2	10
				Uganda	CBO agreements, MoU with district authorities	Annually	0	4	4	4	4	4	20
Output 2.2	CSO advocacy efforts on improving access to women's and girls' SRHR strengthened	2.2.1 Number of policy inputs submitted		Colombia	La Mesas own registry on advocacy actions	Quarterly	26	6	8	10	12	14	50
				Guatemala	Photos, oral statements, written policy inputs	Annually	7	3	2	2	1	2	10
				Ethiopia	White paper document	2025 and 2027	7			1		1	2
				Malawi	Project activity reports	Annually	0	1	1	1	1	1	5
				Somaliiland	Strategy document	bi-annually	0		1				1
		Colombia		Meeting reports	Annually	30	30	40	50	60	70	250	
		Guatemala		Meeting reports	Annually	tbd	37	37	37	37	37	185	
		Ethiopia		Meeting reports	Annually	6	24	36	36	36	36	168	
		Malawi		Project activity reports	Annually	0	2	4	4	0	0	10	
		Somaliiland		Annual project monitoring reports with participant lists	Annually	0	3	3	3	3	3	15	
Output 2.3	Knowledge of women's and girls' SRHR expanded	2.3.1 Number of studies on women's and girls' SRHR published		Colombia	Publications	Annually	26	6	10	12	15	21	64
				Guatemala	Publications	Annually	5	7	7	7	7	7	35
				Malawi	Database	Annually	0	1	1	1	1	1	5
				Somaliiland	Publications	Annually	0	1	1	1	1	1	5
Output 2.4	Awareness of women's and girls' SRHR raised	2.4.1 Number of persons educated about SRHR		Colombia	Registration/ reports from field activities	Annually	47668	6310	6610	7235	7735	8244	36134
				Guatemala	Participants lists, photos, contracts with consultants	Annually	tbd	365	265	265	265	265	1425
				Ethiopia	Biannual reports from local units	Biannually	774	4425	5000	5075	5150	5175	24825
				Uganda	Attendance records, surveys, questionnaires	Annually	0	5200	5200	5200	5200	5200	26000
				Somaliiland	Project Monitoring and evaluation toolkit	Annually	0	4500	4500	4500	4500	4500	22500
		Ethiopia		Biannual reports from local units	Annually	80	200	225	225	225	225	1100	
		Colombia		Management reports, Photos, Digital materials	Quarterly	18	6	12	18	24	30	90	
		Guatemala		Campaign materials programs, visuals	Annually	11	2	2	2	2	2	10	
		Somaliiland		Project Monitoring and evaluation toolkit	Annually	0	2	4	6	8	0	20	
		Output 2.5		Capacity of FOKUS' partners strengthened	2.5.1 Number of FOKUS' partner organizations working on SRHR trained and provided technical support		Colombia	Annual reports, travel reports	Annually	3	3	3	3
Guatemala	Annual reports, travel reports		Annually				2	3	3	3	3	3	3
Ethiopia	Annual reports, travel reports		Annually				1	1	1	1	1	1	5
Uganda	Annual reports, travel reports		Annually				0	1	1	1	1	1	5
Malawi	Annual reports, travel reports		Annually				0	1	1	1	1	1	5
Somaliiland	Annual reports, travel reports		Annually				0	1	1	1	1	1	5
Colombia - Guatemala	Annual reports, photos, minutes from meetings		Annually		16		tbd			1			1
Colombia	Annual reports		Annually		0		0	0	0	0	0	0	
Ethiopia	Human resource report and certificate		Annually		23		8	8	10	10	12	48	
Guatemala	Annual reports		Annually		0		tbd	tbd	tbd	tbd	tbd	tbd	
Global (CSW)	Annual reports	Annually	0	2	2	3	3	3	13				

Programme													
Women at Work – Economic Justice for All PR 01.03.2023													
Impact:	Achieve Gender Equality and Empower all Women and Girls			Programme Country	Sources of Verification	Frequency of Measurement	Baseline	Target					
Impact Indicator	#1	Female to male labour force participation rate (%)		Uganda	SDG Global report 2022		64.47	>64.47					
Impact Indicator	#2	Estimated earned income (PPP, US\$) for women		Uganda	Global Gender Gap Report 2022	2025,2027	0.561	<0.561					
Impact Indicator	#3	Absence of legal Discrimination Against Women (Aggregate score of 0-84)		Uganda	Women Peace and Security index 2021/22		73.1	>73.1					
#	Expected result	Indicator	Related to Output	Programme Country	Sources of Verification	Frequency of measurement	Baseline (2019-2022)	Target					
								2023	2024	2025	2026	2027	Totals 23-27
Outcome 3	Improved realization of women's economic rights	3.1 Number of land disputes reported by women resolved successfully,	3.1.	Uganda	Case breakdown report, case files	Annually	72	200	200	200	200	200	1000
		3.2 Number of women-led businesses (including climate smart enterprises) created	3.1/3.2 /3.3	Uganda	Project monitoring report, Group Business plans, Evaluation report	Annually	TBD	561	437	437	384	203	2022
		3.3 Number of women reporting increased business capital	3,2	Uganda	Group business reports, project monitoring reports	Annually	TBD	80	178	345	345	345	1293
		3.4 Number of laws and private and public policies related to women's economic rights influenced	3.3/3.4	Uganda	Activity reports, Policy briefs	Annually	TBD	1	1	2	2	2	8
Output 3.1	Women assisted to fulfil their economic rights	3.1.1 Number of women provided with services related to their economic rights and participation		Uganda	Project evaluation reports, community development Office report, Case files, media reports, data analytics (social media)	Annually	TBD	870	810	810	820	800	4110
Output 3.2	Women's economic capacity strengthened	3.2.1 Number of women trained in effective means of production (climate smart technologies), sales, marketing, and business creation		Uganda	Activity reports, Project evaluation reports	Annually	3102	620	620	620	620	620	3100
		3.2.2 Number of women networks/groups with strengthened capacities to promote and implement their economic rights		Uganda	Activity reports, Project evaluation reports	Annually	TBD	40	40	40	40	40	200
		3.2.3 Number of community members practicing environmentally sustainable agricultural practices		Uganda	Project monitoring reports, Lists of coop membership, Ministry of coop records	Annually	TBD	150	150	120	100	100	620
		3.3.1 Number of women participating in decision making and influencing women's economic rights in intervention areas		Uganda	Annual reports	Annually	TBD	167	210	210	250	300	1137

Output 3.3	CSO advocacy efforts on improving women's access to economic rights strengthened	3.3.2 Number of inter-institutional dialogues and knowledge sharing events promoting women's economic rights		Uganda	Activity reports	Annually	TBD	12	10	10	10	10	52
				Global	Annual reports	Annually	TBD	0	1	0	1	0	2
		3.3.3 Number of policy inputs related to women's economic rights (including policies on Business and Human Rights) submitted		Uganda	Activity reports	Annually	8	2	5	5	5	5	22
				Global	Annual reports	Annually	7	2	3	3	3	3	14
Output 3.4	Knowledge on women's economic rights and participation generated	3.4.1 Number of publications on women's economic rights produced and disseminated		Uganda	Publications, materials	Annually	1	1	2	1	1	1	6
				Global	Assessment report	Annually	0	-	1	1	-	1	3
		3.4.2 Number of capacity development materials on Women's economic rights produced and disseminated		Uganda	Annual reports	Annually	0	20	20	21	10	10	81
Output 3.5	Awareness of women's economic rights raised	3.5.1 Number of persons informed about women's economic rights		Uganda	Activity reports, audio clips, photos, radio program recordings	Annually	112047	8010	10020	11360	13730	8010	51130
Output 3.6	Capacity of FOKUS' partner organizations working on women's economic rights strengthened	3.6.1 Number of FOKUS' partner organizations working on women's economic empowerment trained and provided technical support		Uganda	Annual reports, travel reports	Annually	2	3	3	3	3	3	3
		3.6.2 Number of staff trained		Uganda	Annual reports	Annually	0	TBD	TBD	TBD	TBD	TBD	TBD
		3.6.3 Number of persons from FOKUS' partner organizations participating at CSW		Global (CSW)	Annual reports	Annually	0	2	2	2	2	2	10

Programme													
Women, Peace and Security: Building Sustainable Peace <b>PR 01.02.2023</b>													
Impact:	Achieve Gender Equality and Empower all Women and Girls			Programme Country	Sources of Verification	Frequency of Measurement	Baseline	Target					
Impact Indicator	#1	Women, Peace, and Security Index (value)		Colombia	Women Peace and Security Index	2025,2027	0.721	>0.721					
Impact Indicator	#2	Women's Perception of Community Safety (%)		Colombia			44.2	>44.2					
Impact Indicator	#3	Organized Violence (Battle Deaths per 100,000)		Colombia			0.3	<0.3					
#	Expected result	Indicator	Related to output	Programme country	Sources of verification	Frequency of measurement	Baseline (2019-2022)	Target					
								2023	2024	2025	2026	2027	Total 2023-2027
Outcome 4	Strengthened women's influence and leadership in building sustainable peace with gender justice	4.1 Number of laws and public policies related to the implementation of peace processes influenced	4.1/4.3	Colombia	Public policies, laws, action plans and annual reports	Annually	16	3	4	3	3	3	16
		4.2. Number of spaces for peacebuilding and reconciliation led by women	4.2/4.5	Colombia	Minutes of meetings, photos, agreements between entities / organizations	Annually	11	23	18	18	23	18	100
		4.3. Number of conflict-affected women receiving legal, medical, psychosocial, protection or healing support	4.4	Colombia	Case files	Mid-year and annually	1918	90	90	90	70	70	410
		4.4. Number of cases of violation of women's rights presented by justice bodies	4.2/4.4	Colombia	Minutes of meetings, photos, agreements between entities / organizations	Mid-year and annually	191	50	50	60	60	70	290
Output 4.1	CSO advocacy efforts to promote the full implementation of the women, peace and security agenda strengthened	4.1.1 Number of women trained in advocacy and women's participation		Colombia	Participants lists, photos, tools for training, training reports, systematization document	Mid-year and annually	827	178	178	178	158	158	850
		4.1.2 Number of law or policy inputs submitted		Colombia	Registered inputs to authorities, minutes from events, photos, audio-visual records	Annually	60	7	8	7	7	7	36
				Global (CSW)	Annual reports	Annually	2	-	1	1	1	1	4
		4.1.3 Number of laws and policies whose implementation is monitored by FOKUS partners		Colombia	Annual reports, Newsletters, Monitoring reports	Annually	21	4	4	5	4	5	22
Output 4.2	Women's organizations promote peacebuilding and reconciliation	4.2.1 Number of meetings/briefings held between conflict-affected women and key stakeholders		Colombia	Minutes of meeting, photos and audio-visual records	Annually	84	24	25	26	26	26	127
Output 4.3	Awareness of the issues concerning conflict-affected women raised	4.3.1 Number of communications and artistic materials on women, peace and security published and distributed		Colombia	Publications and materials	Annually	144	74	54	54	54	54	290
		4.3.2 Number of persons educated on women, peace and security		Colombia	Participants lists, outreach records	Annually	1149	121	106	106	111	121	565
				Global (CSW)	Annual reports	Annually	210	40	40	40	40	40	200
4.3.3 Number of awareness-raising campaigns on women, peace and security conducted at local, national or international level		Colombia	Social media campaign analytics, activity reports, media reviews, monitoring and impact reports	Annually	33	13	14	14	14	14	69		

		4.3.4 Number of reports documenting cases of violations of women's rights		Colombia	Case files, reports	Annually	30	11	9	11	7	8	46	
Output 4.4	Strengthened mechanisms to protect the rights of conflict-affected women and girls	4.4.1 Number of women victims/survivors of HR violations trained in how to access justice mechanisms		Colombia	Participants lists, photos and audio-visual records, evaluations	Annually	521	50	50	50	50	50	250	
		4.4.2 Number of FOKUS' partners implementing security measures to protect women human rights defenders		Colombia	Methodological documents, risk analysis documents, security, protocols, training and meeting reports, tracking tabs	Annually	10	9	9	9	9	9	9	9
Output 4.5	Capacity of FOKUS' partner organizations and affiliated groups working on peacebuilding and victims' rights strengthened	4.5.1 Number of FOKUS' partner organizations working on WPS trained and provided technical support		Colombia	Annual reports, travel reports	Annually	9	9	9	9	9	9	9	
		4.5.2 Number of experience and knowledge exchanges carried out by FOKUS' partner organizations		Colombia and Global (CSW, LA regional and with East Africa hub)	Training reports, photos and audio-visual records	Annually	21	3	3	3	3	3	15	
		4.5.3 Number of staff trained		Colombia	Annual reports	Annually	0	tbd						tbd
		4.5.4 Number of persons from FOKUS' partner organizations participating at CSW		Global (CSW)	Reports/ assessments from partner organizations	Annually	0	3	3	2	2	2	2	12