

# **GRANT AGREEMENT**

between

The Norwegian Agency for Development Cooperation

and

Strømmestiftelsen

regarding

**GLO-0640 QZA-18/0355  
Strømmestiftelsen – Programme Support 2019-2023**

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**PART I: SPECIFIC CONDITIONS**

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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), represented by the Civil Society Department, and
- (2) Strømmestiftelsen, a foundation duly established in Norway under registration number 952002139 (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 28.09.2018 (the Application) regarding financial support to the programme titled GLO-0640 QZA-18/0355, Strømmestiftelsen – Programme Support 2019-2023 (the Project). The estimated costs of the Project are indicated in the budget attached as Annex A.
- 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 January 2019 to December 2023 (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 Special 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 planned effect(s) on society is "Poor and vulnerable individuals, families and communities enjoy their rights to quality education and socio-economic empowerment" (Impact).

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

1. Strong and sustainable civil society mechanisms are functioning as a platform to secure basic rights of families and communities
2. Improved access and quality of inclusive education and lifelong learning for marginalised and disadvantaged groups
3. Strengthened resilience and enhanced income generation of the poor

- 2.2 The full results framework is included as Annex B to this Agreement. The Grant Recipient shall submit a revised results framework for approval within 01.10.2019. The revised results framework shall include baseline values and targets where these are missing. In line with dialogue disaggregation on disability and gender shall also be included in the revised framework where relevant.

### **3 IMPLEMENTATION OF THE PROJECT**

- 3.1 The Project shall be implemented in accordance with:

- a) the Agreement, including all annexes,
- b) the approved Application
- c) the implementation plan and budget.

as well as any later any amendments to the above documents which are approved by Norad.

- 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 identify, assess and mitigate any relevant risks associated with the implementation of the Project, including the risk of corruption and other financial irregularities, and any potential negative effects that the Project may have on the environment and climate, gender equality and human rights.

### **4 THE GRANT**

The Grant shall amount to maximum NOK 445,783,000 (Norwegian Kroner fourhundredandfourtyfivemillionsevenhundredandeightythree thousand).

- 4.1 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations. Significant reductions in the annual allocation to the relevant budget line may lead to a reduction in annual allocations and/or in the total Grant amount.

- 4.2 The tentative, annual distribution of the Grant will be as follows:

2019: NOK 89 305 000  
2020: NOK 91 953 000  
2021: NOK 92 710 000  
2022: NOK 86 302 000  
2023: NOK 85 513 000

The annual allocations must be confirmed by Norad following the Parliament's approval of the state budget for the relevant budget year. Disbursements will be based on the actual financial need of the Project in accordance with article 5 of the Agreement.

- 4.3 The Grant 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 grants from Norad or another Norwegian public body. 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 actual 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.
- 4.7 The Grant Recipient may apply for additional funding to the Project during the Support Period only upon written invitation from Norad.

## 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 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 shall include approved Project expenses incurred prior to the signing of this Agreement. The second disbursement shall be subject to Norad's receipt and approval of an updated results framework, as per article 2.2.
- 5.2 Financial need refers to the budgeted expenditure for the upcoming period, less 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 statement for the Project and a reference to the latest approved implementation plan and budget.
- 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 17 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 first disbursement each year is subject to the Norad's receipt and approval of the updated implementation plan and budget, while the second disbursement each year is subject to Norad's receipt and approval of the latest 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: Strømmestiftelsen

Account no.: 3000.32.52597

IBAN no.: NO1630003252597

Name and address of the bank: Sparebanken Sør, Postboks 200, 4662 Kristiansand

Swift/BIC code: SPSONO22XXX

Currency of the account: NOK

## **6 REPORTING AND OTHER DOCUMENTATION**

- 6.1 The following shall be submitted by the Grant Recipient to Norad:
- a) A **progress report** covering the period from January to December shall be submitted to Norad by June 1<sup>st</sup> each year. The last year of the Support Period the progress report shall cover the period from the start of the Support Period to December, 2022. The progress report shall include the content specified in article 2 of the General Conditions. The information required in the Civil Society Department's standard reporting format shall be met.
  - b) A **financial report** covering the period from January to December shall be submitted to Norad by June 1<sup>st</sup> each year. The financial report shall include the content specified in article 3 of the General Conditions.
  - c) An **audit report** covering the annual financial statements of the Project shall be submitted to Norad by June 1<sup>st</sup> 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. The management letter (matters for governance attention) shall be attached to the audit report.
  - d) An updated **implementation plan and budget** covering the period from January to December shall be submitted to Norad by November 1<sup>st</sup> each year. The implementation plan and budget shall include the content listed in article 1 of the General Conditions. The information required in the Civil Society Department's standard formats shall be included.
  - e) The **annual report and audit report** of the Grant Recipient shall be submitted to Norad by June 1<sup>st</sup> each year. If the auditor in addition 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 five months after the end of the Support Period. The final report shall include the content listed in article 4 of the General Conditions. The requirements in the Civil Society Department's standard reporting format shall be met.
  - g) A **programme performance score tool** to assess contribution to impact on a global level shall be submitted to Norad for orientation within 01.10.2019. Further, a **global indicator methodology handbook** shall be submitted to Norad for orientation within 01.10.2019.
- 6.2 If the Grant Recipient is unable to meet the deadlines set out above, Norad shall be informed in writing immediately.
- 6.3 All implementation 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) 800 ("Special considerations audits of financial statements prepared in accordance with special purpose frameworks") or ISA 805 ("Special considerations audits of single financial statements and specific elements, accounts or items of a financial statement"). Additional requirements applicable to the auditor and the audit report are included in article 5 of the General Conditions.

- 7.2 The Grant Recipient is responsible for submitting the audit report to Norad within the deadline indicated in article 6 of the Specific Conditions.

## **8 FORMAL MEETINGS**

- 8.1 Unless otherwise agreed, formal meetings shall be held once per year, tentatively in October, in order to discuss i.a. the results achieved by the Project during the Support Period. The meetings shall be called and chaired by Norad.
- 8.2 Unless otherwise agreed, the Parties shall discuss the latest progress report and financial report, as well as the implementation 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 and approval.
- 8.4 The Parties shall hold other 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 (2019-2021) shall be carried out by 01.06.2022. The final report from the review shall be submitted no later than 01.06.2022. 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.
- 9.2 A review focusing on results achieved by the Speed School programme in West Africa (earmarked Norad funding up to NOK 1 million) and the Shonglap/Samvad/Bonga programme in countries to be agreed upon with Norad (earmarked Norad funding up to NOK 0.5 million) shall be carried out by 01.06.2023. The final report of this review shall be submitted no later than 01.06.2023. 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.
- 9.3 If the Grant Recipient or another interested party initiates a review or evaluation of activities that are 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 Interest accrued on the Grant during the course of a year shall be repaid to Norad by 31 January the following year. If the Grant Recipient receives several grants from Norad, the interest on these grants should be repaid in one instalment. The instalment shall be documented by a copy of the annual bank statement for the account.

11.2 Upon the end of the Support Period or upon termination of this Agreement, any unused funds that total more than NOK 500 shall be repaid to Norad as soon as possible and at the latest within 6 months. The repayment shall include any interest and other financial gain accrued on the Grant and not previously repaid.

11.3 Repayments shall be made to the following bank account:

Account no: 7694.05.14815

IBAN no: NO31 7694 0514 815

SWIFT/BIC code: DNBANOKKXXX

Name and address of the bank: DNB BANK ASA, 0021 Oslo

11.4 All transactions shall be clearly marked: “Unused funds” or “Interest”. The name of the Grant Recipient shall be stated, along with Norad’s agreement number and agreement title.

## 12 SPECIAL PROVISIONS

- a) The following shall be added to article 2 of the General Conditions: “Gender disaggregated data shall be provided where relevant.”
- b) General Conditions article 12 clause 2 c) shall be amended as follows: “changes to the implementation plan which implies a delay that may influence the achievement of expected results as presented in the results framework attached as an annex to this Agreement”.
- c) General Conditions article 12 clause 2 d) shall be amended as follows: “changes to the Project’s budget that imply reallocation of more than 10% of a budget line in the budget attached as an annex to this Agreement. This does not apply if a 10% change of a budget line constitutes less than NOK 100 000. Such deviations does not need prior approval, but must be commented in the annual reporting.
- d) General Conditions article 14 shall be replaced with the following: “The Grant Recipient shall make project documentation available to anyone upon request unless disclosure is prohibited by confidentiality obligations and/or if it may be detrimental to the Grant Recipient’s legitimate interests. “Project documentation” shall include this Agreement and any contracts, cooperation agreement or other sub-agreements financed by the Grant, the Application and all agreed reports.”
- e) This agreement replace commitments made in agreement RAF-17/0040 (Speed Schools Burkina-Faso, Mali, Niger) from 2019. RAF-17/0040 is included in this agreement.

## 13 NOTICES

13.1 All communication to Norad concerning the Agreement shall be directed to the Civil Society Department at the following address/e-mail address: [SIVSA.NORAD-Post@norad.no](mailto:SIVSA.NORAD-Post@norad.no) and the programme officer’s e-mail address.

13.2 All communication to the Grant Recipient concerning the Agreement shall be directed to at the following address/e-mail address: [postkrs@stromme.org](mailto:postkrs@stromme.org) and the programme officer’s e-mail address.

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 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 has been signed in two -2- original copies in the English language. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place:

Date:



for the Norwegian Agency for Development  
Cooperation,

Wenche Fone

Director

Department for Civil Society



For Strømmestiftelsen

Kristine Storesletten Sødal,

Secretary General

### Attachments:

Annex A: Approved budget for the Project

Annex B: Results framework



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

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## 1 IMPLEMENTATION PLAN AND BUDGET

- 1.1 Any updated implementation plan to be submitted in accordance with the Specific Conditions shall be directly related to the results framework and shall specify planned activities and outputs and time schedules for the upcoming reporting period.
- 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.
- 1.3 Significant deviations from or changes to the implementation plan and budget is subject to Norad's prior, written approval as outlined in article 12 of the General Conditions.

## 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, implementation 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 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 implementation plan and Application;
  - c) an assessment of how efficiently Project resources have been turned into Outputs;
  - d) a brief account of materialised risk factors to the Project, including how these have been handled in the reporting period and/or will be handled in the future. Identified risks related to the climate and environment, gender equality, corruption and other financial mismanagement and human rights shall always be accounted for.

## 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) the accounting principles applied;
  - b) income from all sources, including bank interest. Norad's contribution shall be specified;
  - c) expenses charged/capitalised in the relevant reporting period;
  - d) expenses charged/capitalised from start-up of the Project to the end of the reporting period;
  - e) unused funds as per the reporting date;

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

#### **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 the sustainability of the results achieved by the Project.

#### **5 AUDIT**

- 5.1 If an audit of the Project's financial statements is required pursuant to the Specific Conditions, 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, namely:
- a) the accounting principles followed by the Grant Recipient and;
  - b) the requirements of article 3 clause 2 of the General Conditions.
- 5.4 The auditor shall report in accordance with the applicable audit standard, as agreed in the Specific Conditions.
- 5.5 The audit report shall include:
- a) the Project name and agreement number;
  - b) identification of the Project's total expenses and total income;
  - c) the subject of the audit;
  - d) the financial reporting framework applied;
  - e) the auditing standards applied;

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- f) a statement that the auditor has obtained reasonable assurance about whether the financial statements as a whole are free from material misstatement;
  - g) the auditor's opinion.
- 5.6 In addition to the Project's audit report, the auditor shall submit a management letter (matters for governance attention), which shall contain any findings made during the audit of the Project. It shall also list any measures that have been taken as a result of previous audits and whether such measures have been adequate to deal with reported shortcomings.
- 5.7 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.
- 5.8 The costs of the audit of the Project's financial statements shall be included in the Project's budget.
- 5.9 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.
- 5.10 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.
- 5.11 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 requirements of this Agreement. 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.

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## 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> in accordance with the applicable accounting- and bookkeeping policies in the jurisdiction of the Grant Recipient.
- 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 Income 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. 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.
- 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 gain shall be treated as disbursed Grant funds and used for Project purposes. 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, as outlined in Article 12 of the General Conditions.

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

2 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.

3 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.

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- 9.2 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.
- 9.3 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 16 of the General Conditions.
- 9.4 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.
- 9.5 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.
- 9.6 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 unless otherwise agreed by the Parties.

## 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.
- 10.2 If Norad has approved a purchase or construction of real property, the Grant Recipient and Norad shall agree 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. The agreement may be formalised in the Specific Conditions or in a separate agreement document.
- 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 shall be documented through a written agreement. The agreement shall specify that the cooperating partner is required to comply with the provisions of this Agreement and to cooperate with the Grant Recipient to ensure that the Grant Recipient is able to fulfil its obligations hereunder.
- 11.2 The agreement between the Grant Recipient and the cooperating partner shall have provisions related to i.a. reporting, audit, procurement and measures to prevent financial irregularities. Furthermore, the agreement shall explicitly state that:



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- a) both the Grant Recipient, Norad and the Norwegian Auditor General shall have the same access to undertake the 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 of the Grant 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 the cooperating partner shall accept 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 24 of the General Conditions in relation to any disputes 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 and shall follow-up the cooperating partner's compliance with the Agreement throughout the Support Period.
- 11.4 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.
- 11.5 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 TO THE PROJECT OR THE GRANT RECIPIENT**

- 12.1 Any significant deviations from or changes to the Application or approved implementation plans or budgets are subject to Norad's prior, written approval. The same applies to significant changes to, or circumstances materially affecting, the Grant Recipient's organisation.
- 12.2 The following deviations/changes shall always be subject to Norad's prior written approval:
- a) any changes to the Project's sources of income,
  - b) any changes to the results framework or scope of the Project,
  - c) changes to the implementation plan which implies a delay of more than three months of any activity,
  - d) changes to the Project's budget that imply reallocation of more than 10% of a budget line.
- 12.3 Norad may suspend disbursements of the Grant until such changes have been approved.

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

- 13.1 The Support Period of the Project is set out in the Specific Conditions. The Grant Recipient must, without delay, inform Norad of any circumstances likely to hamper or delay the implementation of the Project.
- 13.2 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 The Grant Recipient shall publish the following in a dedicated and easily accessible place of its internet site:

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- a) a copy of this Agreement;
- b) the title and value of any contracts, cooperation agreements and/or other sub-agreements of more than NOK 500 000 (or the equivalent in local currency) which are to be financed by the Grant;
- c) the names and nationalities of the respective agreement parties and, if relevant, any further sub-grantees or contractors in receipt of Project funds;

Any deviations from this article 14 shall be agreed by the Parties in writing, i.a. in the Specific Conditions.

- 14.2 Publication shall take place as soon as possible, and at the latest within six months after the contracts, cooperation agreements and/or other sub-agreements were entered into
- 14.3 The Grant Recipient shall make other project documentation, including the Application and all agreed reports, available to anyone upon request. Requests for disclosure may 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 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 implementation plan and budget.
- 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 initiate prosecution and/or apply other sanctions against persons or entities suspected of financial irregularities.
- 15.6 Norad may claim repayment of all or parts of the Grant in accordance with article 17 of the General Conditions if it finds that any financial irregularities have taken place in or related to the



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Project. The repayment claim may also include any interest, investment income or any other financial gain obtained as a result of the financial irregularity.

## 16 CONFLICT OF INTEREST

- 16.1 The Grant Recipient shall take all necessary precautions to avoid any conflicts of interest in all matters related to the Project.
- 16.2 Conflict of interest refers to any situation where the impartial and objective exercise of the functions of anyone acting on behalf of the Grant Recipient 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.
- 16.3 If a conflict of interest occur, 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.
- 16.4 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.

## 17 BREACH OF THE AGREEMENT

- 17.1 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.
- 17.2 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.
- 17.3 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 implementation 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) financial irregularities, grave professional misconduct or illegal activity of any form have taken place within the Grant Recipient or its cooperating partners,
  - f) 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,
  - g) the Grant Recipient has changed legal personality without prior notification to Norad,
  - h) 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.
- 17.4 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.
- 17.5 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.

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## 18 TERMINATION OF THE AGREEMENT

- 18.1 Each of the Parties may terminate the Agreement upon a written notice.
- 18.2 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.
- 18.3 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. Any funds that remain unused at the end of the Support Period shall be repaid to Norad.
- 18.4 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.
- 18.5 The Agreement will be considered terminated when the final report has been approved by Norad and any remaining funds have been repaid.

## 19 WAIVER AND IMMUNITIES

- 19.1 Nothing in the Agreement or any document related to the Agreement shall imply a waiver, express or implied, by Norad, the Government of Norway or any of its officials of any privileges or immunity enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising therefrom. This article 19 will not prevent arbitration or court proceedings in the legal venue of the Grant Recipient pursuant to article 24 of the General Conditions.

## 20 LIABILITY

- 20.1 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 staff or property as a direct or indirect consequence of the Project. Norad will not accept any claim for compensation or increases in payment in connection with such damage, injury or loss of income.
- 20.2 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 employees or third parties in relation to the Project.

## 21 ASSIGNMENT

- 21.1 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.

## 22 RECOGNITION AND PUBLICATION

- 22.1 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.



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## 23 ENTRY INTO FORCE, DURATION AND AMENDMENT

- 23.1 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.
- 23.2 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.
- 23.3 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.

## 24 CHOICE OF LAW AND SETTLEMENT OF DISPUTES

- 24.1 The Agreement shall be governed and construed in accordance with Norwegian law.
- 24.2 If any dispute arises relating to the implementation or interpretation of the Agreement, the Parties shall seek to reach an amicable solution.
- 24.3 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.
- 24.4 The Grant Recipient accepts that Norad can, 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.
- 24.5 The Parties agree that no other courts of law, than as set out in this article 24, shall have jurisdiction over disputes arising out of or in connection with this Agreement.



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## 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 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:

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- 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;

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- 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.

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- 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.

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- 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 the Norad so requires.

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# Appendix A

PROJECT TITLE: Programme Support 2019-2023  
 NAME OF ORGANIZATION: Støremnestiftelsen  
 BUDGET CURRENCY: NOK

	2019	2020	2021	2022	2023	TOTAL	Share
	Amt NOK	%					
<b>DIRECT PROJECT COSTS (Based on cost-categories)</b>							
<b>DIRECT PROJECT COSTS (HQ)</b>	<b>8 429 000</b>	<b>8 629 000</b>	<b>8 834 000</b>	<b>9 044 125</b>	<b>9 259 503</b>	<b>44 195 628</b>	<b>100 %</b>
Salaries	6 792 644	6 962 461	7 136 523	7 314 935	7 497 808	35 704 370	81 %
Travels	854 930	876 303	898 211	920 666	943 683	4 493 793	10 %
Operating costs	-	-	-	-	-	-	0 %
Consultants and other external services	129 000	329 000	429 000	429 000	429 000	1 745 000	4 %
Procurement	300 000	100 000	-	-	-	400 000	1 %
Other direct activity costs for programme implementation	-	-	-	-	-	-	0 %
Audits, monitoring and evaluations	352 426	361 236	370 267	379 524	389 012	1 852 465	4 %
Bank charges	-	-	-	-	-	-	0 %
<b>DIRECT PROJECT COSTS (Based on cost-categories)</b>							
<b>DIRECT PROJECT COSTS (Regional/Country office)</b>	<b>31 349 539</b>	<b>33 478 643</b>	<b>34 388 831</b>	<b>35 519 406</b>	<b>36 102 079</b>	<b>170 838 498</b>	<b>100 %</b>
Salaries	21 179 619	22 626 994	23 200 006	23 892 974	24 310 379	115 209 972	67 %
Travels	4 294 157	4 562 524	4 710 597	4 893 571	4 934 234	23 395 082	14 %
Operating costs	3 936 377	4 207 523	4 317 447	4 461 305	4 598 230	21 520 882	13 %
Consultants and other external services	224 977	240 009	257 599	279 465	254 704	1 256 753	1 %
Procurement	700 399	749 702	761 606	789 207	811 312	3 812 226	2 %
Other direct activity costs for programme implementation	311 470	345 349	375 475	414 192	392 711	1 839 198	1 %
Audits, monitoring and evaluations	534 096	580 402	595 593	616 205	643 471	2 969 767	2 %
Bank charges	168 444	166 140	170 507	172 488	157 039	834 618	0 %
<b>DIRECT PROJECT COSTS (Local Partner)</b>							
Salaries	152 211 748	156 189 118	164 795 531	156 039 855	161 780 262	791 016 514	100 %
Travels	59 067 912	60 686 036	60 873 917	58 289 151	60 000 803	298 917 818	38 %
Operating costs	10 688 884	10 518 192	10 989 352	10 739 568	11 465 599	54 401 595	7 %
Consultants and other external services	4 168 983	4 042 980	4 691 778	4 723 502	4 277 999	21 905 243	3 %
Procurement	10 279 592	10 012 946	10 198 343	9 595 804	10 767 430	50 854 114	6 %
Other direct activity costs for programme implementation	21 785 876	17 609 578	18 097 608	16 958 763	18 000 371	92 452 197	12 %
Audits, monitoring and evaluations	43 915 366	50 921 380	57 465 611	51 999 929	54 872 956	259 175 252	33 %
Bank charges	1 998 598	2 036 288	2 195 949	3 451 541	2 243 439	11 925 815	2 %
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>191 980 287</b>	<b>198 296 761</b>	<b>208 018 362</b>	<b>200 603 386</b>	<b>207 141 843</b>	<b>1 006 050 640</b>	

	2019	2020	2021	2022	2023	TOTAL	Share
	Amt NOK	%					
<b>INCOME/FINANCING PLAN DIRECT PROJECT COSTS</b>							
Grant funding Norad	83 462 349	85 937 378	86 644 761	80 655 832	79 949 372	416 619 692	41 %
Grant funding donor xx	71 592 937	75 222 706	83 270 313	83 321 895	89 741 867	403 149 718	40 %
Grant funding donor xxx	-	-	-	-	-	-	-
Own-contribution	36 935 001	37 135 677	38 103 288	36 625 659	37 480 604	186 281 229	19 %
In-kind contribution	-	-	-	-	-	-	-
<b>TOTAL INCOME/FINANCING PLAN DIRECT PROJECT COSTS</b>	<b>191 980 287</b>	<b>198 296 761</b>	<b>208 018 362</b>	<b>200 603 386</b>	<b>207 141 843</b>	<b>1 006 050 640</b>	<b>100 %</b>

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GRANT APPLICATION/AGREED AMOUNT	2019	2020	2021	2022	2023	TOTAL
	Amt NOK					
Norad contribution direct project cost	83 462 349	85 937 378	86 644 761	80 655 832	79 919 372	416 619 692
Norad indirect cost contribution	5 842 364	6 015 616	6 065 133	5 645 908	5 594 356	29 163 378
<b>TOTAL NORAD GRANT AMOUNT</b>	<b>89 304 713</b>	<b>91 952 994</b>	<b>92 709 894</b>	<b>86 301 740</b>	<b>85 513 728</b>	<b>445 783 070</b>

DIRECT PROJECT COST BY COUNTRY (required information for multi-country agreements)	2019	2020	2021	2022	2023	TOTAL
	Amt NOK	Share %				
Mali	35 596 088	35 310 193	33 368 814	34 344 803	37 665 992	176 585 890
Burkina Faso	21 051 558	20 988 312	21 381 370	20 972 611	22 738 276	107 132 126
Niger	22 997 048	22 158 487	22 163 313	23 074 970	24 382 661	114 776 478
Uganda	12 820 159	12 415 263	15 742 839	16 801 571	17 419 843	75 199 676
Tanzania	10 365 140	10 909 054	15 602 323	17 983 477	20 025 715	74 885 708
Kenya	3 335 527	3 426 153	3 526 873	-	-	10 288 552
South Sudan	22 749 861	25 580 818	26 490 239	26 551 442	24 944 707	126 317 067
Sri Lanka	8 008 471	5 697 068	5 300 758	1 568 576	-	20 374 873
Nepal	15 637 855	21 188 417	21 436 414	14 642 354	14 464 812	87 369 852
Bangladesh	18 427 376	19 177 543	20 455 172	20 022 105	20 863 917	98 946 113
Myanmar	11 963 971	12 713 095	14 914 366	16 306 816	17 801 261	73 599 510
Global	9 037 235	8 732 338	7 655 882	8 334 660	40 574 795	4 4 %
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>191 990 287</b>	<b>198 296 761</b>	<b>208 018 362</b>	<b>200 603 386</b>	<b>207 141 843</b>	<b>1 006 050 640</b>
						<b>100 %</b>

DIRECT PROJECT COST BY THEMATIC AREA/SECTOR (required information for multi-sector agreements)	2019	2020	2021	2022	2023	TOTAL
	Amt NOK	Share %				
Sector 1 - Strong civil society and public sector	49 951 687	50 189 103	53 075 682	45 289 439	43 421 935	241 927 847
Sector 2 - Inclusive quality education and lifelong learning for marginalised and poor	106 049 988	110 149 659	112 363 578	117 151 476	126 155 368	571 910 109
Sector 3 - Improved livelihoods for the rural poor through enhanced income	35 988 613	37 957 959	42 579 103	38 162 471	37 524 540	192 212 685
Sector 4						19 %
Sector 5						
<b>TOTAL DIRECT PROJECT COSTS</b>	<b>191 990 287</b>	<b>198 296 761</b>	<b>208 018 362</b>	<b>200 603 386</b>	<b>207 141 843</b>	<b>1 006 050 640</b>
						<b>100 %</b>

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# Appendix B

## Strømme Foundation: Global Results Framework 2019-2023

SFs most important target groups are WOMEN, CHILDREN and YOUTH as rights-holders, as well as the PUBLIC SECTOR and other duty-bearers.

Our THEMATIC GOALS are:

1. Strong Civil Society and Public Sector
2. Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups
3. Improved Livelihoods for the Rural Poor Through Enhanced Income Generation

Our efforts are reinforced through the mainstreaming of the Cross-Cutting Issues of GENDER EQUALITY, ENVIRONMENT AND CLIMATE CHANGE, INCLUSION and ANTI-CORRUPTION. On a global level, all our programmes contribute towards the global outcomes and outputs related to each Thematic Goal or Cross-Cutting Issue. As we implement our work through a model of local PARTNERSHIPS and DECENTRALISATION, development goals and targets are to a considerable extent defined locally. However, a selection of key results and indicators, as shown in SF's national, regional and global results frameworks, are assessed across all countries and programmes.

- There are 14 global Outcome indicators, all of which contribute to one of the Thematic Goals or Cross-Cutting Issues. These are measured at baseline, end-term, and to some extent mid-term in the 2019-2023 Strategic Period.
  - The framework also includes a selection of global Outputs, which summarise the outreach of key programmes.
  - All global indicators are integrated in SF regional/national results frameworks, and contextualised. These indicators are also integrated in the results frameworks and plans of our implementing partners.
  - An SF Programme Performance Tool, measuring the global and national performance of programmes, is under development, and will be implemented from 2019.
- In addition to the above, a results framework measuring SF's programmatic and organisational performance on a strategic level has been developed, including 15 indicators across the four strategic roles of SF.
  - A selection of key indicators from each SF region are highlighted in a separate table, to show some of their unique contributions towards the global Thematic Goals.

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<b>Table showing indicator aggregation</b>	24

## Strømme Foundation's Global Results Framework

SF Global Impact: Poor and vulnerable individuals, families and communities enjoy their rights to quality education and socio-economic empowerment	Means of Verification	Frequency
1. Strong and sustainable civil society mechanisms are functioning as a platform to secure basic rights of families and communities	Programme performance score for TG1 related indicators; evaluations (all regions); and impact study (Asia)	Mid term/Final
2. Improved access and quality of inclusive education and lifelong learning for marginalised and disadvantaged groups	Programme performance score for TG2 related indicators; evaluations (all regions); and impact study (West Africa)	Mid term/Final
3. Strengthened resilience and enhanced income generation of the poor	Programme performance score for TG3 related indicators; evaluations (all regions); and impact study (East Africa)	Mid term/Final
<b>Thematic Goal 1: Strong Civil Society*</b>	<b>Means of Verification</b>	<b>Frequency</b>
1.1 Community mechanisms that have successfully achieved at least one advocated issue	Partner and CBO records	Mid term/Final
1.2 Partners programme capacity and quality score improved	SF PAT Tool 2	Mid term/Final
1.3 Partners finance management and governance score improved	SF RAT Tool 3	Mid term/Final
1.4 Community mechanisms that participate in local government planning processes	Partner and CBO records	Mid term/Final
1.5 Advocacy successes achieved by community mechanisms established or strengthened	Partner and CBO records	Mid term/Final
<b>Thematic Goal 2: Inclusive Quality Education and Lifelong Learning for Marginalised and Disadvantaged Groups</b>	<b>Programmatic Impact Study per region / Tool under development</b>	<b>Mid term/Final</b>
2.1 % of children that are learning and performing well in formal school	Partner records	Mid term/Final
2.2 % of children/adolescents enrolled in formal school after completing an accelerated education programme	School records.	Mid term/Final
2.3 % of children enrolled in primary school after attending an SF supported ECCE centre	Tool under development	Mid term/Final
2.4 % of students enrolled in formal school that remain in the learning institution the following year	Programme Specific Tests	Mid term/Final
2.5 % of supported schools/learning centres that meet SF's quality standards for school/learning centers	Programme pre- and post assessments	Mid term/Final
2.6 % of women and adolescents achieving minimum proficiency level in reading, writing and mathematics		
2.7 % of adolescents applying life skills in their daily life		

<b>Thematic Goal 3: Improved Livelihoods for the Rural Poor Through Enhanced Income Generation</b>		
3.1 % of individuals that have started an income generating activity or expanded an existing one	Survey and Partner records	Mid term/Final
3.2 % of individuals that have gained employable skills and are in paid employment or self-employed	Survey, TVET centres and Partner records	Mid term/Final
3.3. % households that have experienced a shock and did not have to sell their assets	Survey and Partner records	Mid term/Final

\* SF's Thematic Goal 1 includes strong Public Sector which is a programmatic area under development for this Strategic Period. Indicators related to strengthening the public sector might be added at a later stage.

#### **CROSS-CUTTING ISSUES**

	Means of Verification	Frequency
<b>CCI 1: Gender Equality</b>		
1.1 % of SF programmes that explicitly promote gender equality	Partner records	Mid term/Final
1.2 % of women that participate in local decision-making bodies and processes	Partner and CBO records	Mid term/Final
1.3 % of adolescent girls and women who take part in household decision making	Survey and Partner records	Mid term/Final
<b>CCI 2: Environment and Climate Change</b>		
2.1 # of programmes that promote environmental sustainability and/or climate change adaptation	Partner records	Mid term/Final
2.2 # of people sensitised on environmental issues and/or climate change adaptation	Partner records	Mid term/Final
<b>CCI 3: Inclusion</b>		
3.1 # of persons with disabilities enrolled in SF's programmes	Partner records	Mid term/Final
3.2 # of individuals sensitised on the rights of persons with disabilities	Partner records	Mid term/Final
<b>CCI 4: Anti-corruption</b>		
4.1 # of people in SF and partner organisations trained in transparency and accountability	Participant attendance records	Mid term/Final
4.2 # of people in SF programmes trained in transparency and accountability	Partner records	Mid term/Final
4.3 # of new deviation cases	SF's Finance Records	Mid term/Final

## Strømme Foundation's Global Output Indicators

Output	Indicators	Remarks	Frequency
Total Outreach	Number of Primary Beneficiaries in SF's Programmes	All output indicators will be disaggregated by gender and disability	Annually
Children, adolescents and adults access formal and non-formal education	Number of pre-primary, primary and secondary schools supported Number of children benefitting from Early Childhood Care and Education Number of students enrolled in supported primary and secondary schools Number of "second chance for an education" centres running Number of children, adolescents and adults enrolled in a "second chance for an education" centre	Norad Education Indicator Ci1 Annually Annually Annually Annually	Annually Annually Annually Annually Annually
Supported education institutions (ECCE, primary, secondary, accelerated/alternative, literacy, adolescent empowerment, and vocational) are strengthened	Number of educational staff trained Number of School Management Committees/Support Teams and Parent Teacher Associations trained Number of (formal and non-formal) education institutions provided with learning material	Norad Education Indicator Ci5 Annually Norad Education Indicator Ci4 Annually	Annually Annually
Individuals and families participate in community mechanisms designed for collective savings and action	Number of permanent learning spaces constructed / renovated Number of temporary learning spaces constructed / renovated Number of community mechanisms established/supported	Norad Education Indicator Ci2 Annually Norad Education Indicator Ci2 Annually	Annually Annually
Young people equipped with the skills to find gainful employment	Number of individuals enrolled in a community mechanism Number of youth enrolled in vocational training programs Number of vocational training centre supported		Annually Annually Annually

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### Stømme Foundation's global strategic performance indicators

SF Strategic Roles	Indicators	Target	Means of Verification
Outcome 1: Enhance the quality of our programmes to address the root causes of poverty	SF Development Policy and related thematic strategies/policies operationalised  # of innovative pilots implemented in SF programmes	3 TGs, 4 CCIs, 2 policies operationalised according to plan  TBD	Action plans related to each policy, thematic goal strategy and cross-cutting issues guidelines / Annual progress reports  Pilot project plans and reports
Outcome 2: Influence public opinion and government policy by raising awareness on issues related to global poverty and injustice	SF global programmes performed on minimum target level or better  # learning events (leading to key lessons operationalised across regions (cross-regional learning))	Same as in Global Results Framework or higher  TBD	Global Results Framework: Global Programme Performance Indicator and related calculation tool  Learning documents, events records
Outcome 3: Increase availability of new funds and resources for our programme operations	SF Results Based Management Guidelines operationalised  Market- and communication strategies operationalised to influence public opinion and government policies  # of programmes linked with research institutions to identify and share lessons learned related to development/poverty issues and/or best practices  Learning documents shared and/or learning events conducted with external actors	Operationalised according to plan  Operationalised according to plan  TBD	RBM action plan and annual progress reports  Market- and communication plans and annual progress reports  SF/research institution Terms of Reference. Research papers, impact studies, evaluations developed.  Learning documents, events records
Outcome 4: Running an Effective Organisation	Amount of funding per year from sources other than Norad  % of funding from sources other than Norad	Same as in budget  Same as in budget	Annual global financial reports  Annual global financial reports
	SF Anti-Corruption Policy operationalised  Global HR policy operationalised	Operationalised according to plan  Operationalised according to plan	Anti-Corruption action plan and annual progress reports  Global HR action plan and annual progress reports
	PMEA system digitalised and integrated with narrative and financial reporting  # of innovations implemented to improve SF as an organisation	Operationalised according to plan  TBD	Project plan and bi-annual progress report  Pilot project plans and reports

## How selected country indicators align with SF's thematic goals

Thematic Goal 1	Thematic Goal 2	Thematic Goal 3
<p>1. Nepal Outcome 1: % of community structures received financial and technical services from local governments</p> <p>2. Nepal Outcome 1: % of SHGs/CBO's development plans are incorporated in local government plans</p> <p>3. Sri Lanka Outcome 1: % of CBO annual plans implemented with the support of respective government offices</p> <p>4. Bangladesh Outcome 3: Early marriage reduced by %</p> <p>5. West Africa Outcome 1: % of women that participate in local decision-making bodies and processes</p> <p>6. Uganda Outcome 1: South-Sudanese refugees in Uganda receiving trauma care</p>	<p>1. Nepal Outcome 2: % of children from targeted families reporting a decrease in incidences of violence, abuse or exploitation</p> <p>2. Nepal Outcome 4: % of adolescents from Dalit and marginalised families that have a career development plan</p> <p>3. Bangladesh Outcome 2: School dropout rate decreased by % in the target areas</p> <p>4. West Africa Outcome 5: 80% of Active Literacy women applying life skills in their daily life</p> <p>5. Myanmar Outcome 2: % of children have regular access to quality ECCE centres</p> <p>6. South Sudan Outcome 3:1: % of girls that demonstrate improved self-esteem</p>	<p>1. Nepal Outcome 5: % of TVET graduates that passed the National Skill Testing Board test</p> <p>2. Sri Lanka Outcome 3: % of farmers engaged in agrobusiness</p> <p>3. Bangladesh Outcome 4: % of rural resource centres linked with local and distant buyers</p> <p>4. West Africa Outcome 6.1: % of Savings Group that achieve at least 1 of their goals by the end of the cycle, using their savings and/or loan</p> <p>5. West Africa Outcome 6.2: # of community initiatives developed to prevent and manage shocks</p>

**Bangladesh Country Goal: 21,000 families from marginalised communities achieve social and economic empowerment and increase their influence in decision-making processes at various levels.**

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	2019	2020	2021	2022	2023	Five year target	Source	Frequency	Remark
Outcome 1: Increased engagement of People's Organizations in claiming their rights	% of POs represented in local government planning process	0%	--	--	10%	50%	60%	60%	POs register/records	Twice in the programme	
	% of POs achieved at least one advocated issue at local government/public sector	0%	--	--	10%	60%	70%	70%	POs register/records	Bi-annually	TG 1.1
	% right holders report that their communicated rights and entitlements are realized	TBD	--	20%	45%	70%	80%	80%	POs and SRG records	Annually	
	% of women that hold strategic positions in the community/formal sector	TBD	--	5%	10%	15%	25%	25%	POs and SRG records	Twice in the programme	CC 1.2
	# of SRGs established	0	500	1,250	--	--	--	--	SRG records	Bi-annually	
	# of Ward Committees (WC) organized under POs	0	--	100	225	25	--	350	POs records	Bi-annually	
Output 1.1: People's Organizations are established	# of POs formed at Union level	0	--	--	20	45	5	70	POs records	Bi-annually	
	% of POs/WCs developed an action plan for advocacy initiatives	0%	--	--	80%	80%	80%	80%	POs records	Bi-annually	
	% of POs/WC mobilized their own funds for economic activities	0%	--	--	30%	60%	80%	80%	POs records	Bi-annually	
	# of capacity building events organised for local government bodies	0	10	25	30	25	10	100	Training attendance records	Quarterly	CC 4.2
	% of right holders ensured participation in the Union Parishad (UP) annual action plan	TBD	--	10%	50%	70%	80%	80%	Event report/MIS	Quarterly	TG 1.4
	% of children in grade 5 that pass the Primary Education Completion Certificate (PECE) exam (disaggregated by sex)	TBD	--	80%	80%	80%	80%	80%	School records / Evaluation report	Annually	TG 2.1
Outcome 2: Enhanced access to inclusive, quality education for children from vulnerable and marginalized families	% of Pre-primary and Bridge School children transferred to formal school (disaggregated by programme)	TBD	--	80%	80%	80%	80%	80%	Bridge SMC records	Annually	TG 2.2
	% of SMCs are functional in the targeted formal school	TBD	10%	40%	50%	60%	70%	70%	Bridge SMC records	Bi-annually	
	% of formal schools with improved learning environment	TBD	--	40%	50%	60%	70%	70%	School records / Evaluation tool	Bi-annually	TG 2.5
	School dropout rate decreased by % in the target areas	TBD	--	20%	30%	40%	50%	50%	School records	Annually	
	# of children enrolled in pre-school (ECCE) (disaggregated by sex and ethnic group)	0	500	3,000	3,250	2,500	2,000	11,250	School records	Annually	Norad Education Indicator C1.1
	% of ECCE centres established with mother tongue education	0%	5%	10%	20%	20%	20%	20%	School records	Annually	
Output 2.1: Children are prepared for primary education through ECCE centres	# of Bridge schools established	0	20	30	45	40	15	150	School records	Quarterly	
	# of out-of-school children enrolled in Bridge school (disaggregated by sex and ethnic group)	0	300	450	675	600	225	2,250	School records	Quarterly	Norad Education Indicator C1.1
	# of child clubs established in formal schools to support lower performing students	0	50	150	--	--	--	200	School records	Bi-annually	
	# of fewer performing children attending child clubs (disaggregated by sex and ethnic group)	0	2,500	5,000	5,000	5,000	5,000	22,500	School records	Bi-annually	
	# of child club facilitators trained	0	100	200	200	200	200	200	Training report	Quarterly	Norad Education Indicator C1.5
	# of school teachers trained on child rights and child friendly education (disaggregated by sex)	TBD	300	600	600	600	600	600	Training report	Quarterly	
Output 2.4: Improved teaching and learning environment in supported schools	% of formal schools developed a child friendly school improvement plan (SIP)	TBD	30%	60%	75%	80%	80%	80%	School records	Quarterly	
	# of SMC members trained on school performance monitoring	0	500	1,000	1,500	500	--	3,500	SMC training records	Bi-annually	Norad Education Indicator C1.4
	% of SMC members trained on advocacy	0%	--	5%	10%	5%	--	20%	SMC training records	Bi-annually	
	% of adolescents involved in family decision making	TBD	--	30%	40%	60%	70%	70%	Evaluation/Assessment report	Annually	CC 1.3
	% of adolescents have improved knowledge of life skills	TBD	--	30%	60%	70%	70%	70%	Evaluation/Assessment report	Annually	TG 2.7
	% of adolescents have started an income generating activity or expanded an existing one	TBD	--	5%	10%	20%	30%	30%	Evaluation/Assessment Report	Annually	TG 3.1
Outcome 3: Adolescents from marginalized communities are socially and economically empowered to protect their rights	Early marriage reduced by %	TBD	--	5%	10%	20%	30%	30%	Evaluation/Assessment Report	Annually	

I. Definitions As defined in the regulations, disability means:

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**Myanmar Country Goal: Marginalised families from communities in Ayeyarwady, Chin and southern Shan achieve social and economic empowerment and exercise their rights.**

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Mid-term target	Five year target	Means of Verification	Frequency	Remark
<b>Outcome 1: Community groups are established to represent and advocate for their rights</b>	% of CBOs have successfully achieved at least one advocated issue	0%	10%	50%	CBO records	Bi-annually	TG 1.1
	% of CBOs implemented at least one community development micro-project jointly with relevant duty bearers	0%	10%	50%	CBO records	Bi-annually	
	% of women who are in leadership position in community groups including CBOs, committees and small groups	TBD	30%	70%	Partner records	Bi-annually	CC1.2
	% of CBOs have legal registration	0%	25%	90%	CBO records	Bi-annually	
	% of CBOs have financial management systems	0%	40%	100%	CBO records	Quarterly	
	% of CBO leaders trained on entitlements and advocacy	0%	30%	80%	CBO records	Quarterly	
<b>Output 1.1: CBOs are strengthened</b>	# of technical sub committees (education, child protection, etc.) that have an implementation plan	0	120	200	CBO records	Quarterly	
	# of workshops to promote partnerships between CBOs and local townships	0	6	16	CBO records	Annually	
	% of rights holders reported that 50% of communicated rights and entitlements are realised	TBD	25%	60%	Partner records	Bi-Annually	
	% of children have regular access to quality ECCE centres	TBD	60%	90%	ECCE centre records	Bi-Annually	
	% of out-of-school children supported to enrol in formal school	TBD	5%	10%	Education Committee records	Annually	Norad Education indicator 1.1.1
	% of Education Committees addressed at least one issue related to education	0%	50%	100%	Education Committee records	Bi-Annually	
	% of Child Protection Committees addressed at least one issue related to child rights	0%	50%	100%	Education Committee records	Bi-Annually	
	# of ECCE centres constructed	0	30	50	ECCE centre records	Annually	Norad Education indicator C12
	# of ECCE caregivers trained in child friendly tools	0	96	160	Training report	Annually	
	# of parents participated in parental awareness sessions	0	3600	6000	Partner records	Quarterly	
	# of ECCE centres received support to improve their learning environment	0	36	60	ECCE centre records	Annually	
<b>Output 2.1: Improved learning environment in supported ECCE centres</b>	# of Child Protection Committees formed	0	48	80	Child Committee records	Quarterly	
	# of parents trained on child protection	0	4800	8000	Training report	Quarterly	
	# of Education sub-committees / SMCs formed	0	48	80	Education Committee records	Quarterly	Norad Education indicator C14
	% of Education sub-Committees / SMCs developed action plan	0	60%	100%	School records	Annually	TG 2.5
<b>Output 2.2: Community based child protection committees established</b>	% of supported schools received material support for Quality Education	0	40%	80%	Evaluation / records	Bi-annually	TG 2.7
	% adolescents have improved knowledge of life skills	TBD	75%	75%	Assessment report	Bi-annually	
	% adolescents involved in household decision making	TBD	60%	60%	Evaluation / Assessment report	Annually	CC1 1.3
	% adolescents engaged in economic activities	TBD	60%	60%	Evaluation / Assessment report	Bi-annually	TG 3.1
	% adolescents received awareness training on migration	TBD	15%	30%	Training report	Bi-annually	
<b>Output 2.3: Improved quality of supported schools</b>							
<b>Outcome 3: Adolescents and youth become socio-economically empowered to exercise their rights</b>							

Output 3.1: Adolescent's life skills improved	# of adolescent centres established	0	15	25	Centre records	Bi-annually
	# of adolescents participating in centres	0	3600	6000	Centre records	Bi-annually
	% of adolescents elaborated an individual development plan	0%	40%	75%	Centre records	Quarterly
	# of adolescents that received IGA training	0	2700	4500	Training report	Quarterly
	# of adolescents supported with basic inputs for IGA development	0	1800	3000	Centre records	Quarterly
Output 3.2: Youth-led community development established	# of youth groups developed an action plan	0	48	80	Group records	Quarterly
	# of animators trained on youth empowerment programme	0	15	25	Partner records	Bi-annually
	% of families diversified their livelihood activities	TBD	30%	60%	Survey	Annually
	% of families increased their annual income by 20%	TBD	30%	60%	Survey	Annually
	% of families received financial services from small groups	TBD	30%	60%	Survey	Bi-annually
Outcome 4: Families' food security increased through economic activities and resilience	Average # months of adequate food provision	TBD	9 months	9 months	Survey	Annually
	% of TVET graduates are employed/self-employed in a relevant job 6 months after completing training	TBD	60%	60%	Survey	Bi-Annually
	# of small groups established	0	250	500	Partner records	Quarterly
	# of small group members received IGA based training	0	2500	5000	Training report	Quarterly
	% of families trained on environmental sustainability/climate change adaptation	0%	30%	50%	Training report	Quarterly
Output 4.1: Capacity of families and small groups strengthened	# of community enterprises established	TBD	15	30	Data base	Quarterly
	# of community enterprises that conducted a market survey	TBD	15	30	Data base	Bi-Annually
	# of products with value added	TBD	15	30	Data base	Bi-Annually
	# of youth participating in vocational training	0	750	1250	TVET training records	Quarterly
	# of youth received a start-up kit	0	600	1000	TVET training records	Quarterly
Output 4.3: Improved skills of young people to find gainful employment	# of partnerships between youth networks and private companies	0	360	600	Youth network records	Quarterly
					Norad Education Indicator 3.1.5	

<sup>1</sup>. Baselines to be determined or revised at project start. This could lead to a revision of some targets.

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### NEPAL Country Goal: 10,000 marginalised families realise their right to education, gainful employment and a dignified life.

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023	Five year target	Source	Frequency	Remark
<b>Outcome 1: Increased capacity of community groups to claim their rights and hold local governments/ public sector accountable</b>	% of community structures received financial and technical services from local governments	TBD	5%	20%	50%	65%	70%	70%	Midyear and annual progress report SHGs & CBOs	Bi-annually	
	% SHGs/CBOs development plans are incorporated in local government plans	TBD	5%	20%	50%	60%	60%	60%	Development plan Assessment report of SHGs/ CBOs	Annually	TG 1.4
	% of promoted community structures [SHGs/CBOs] have successfully achieved at least one advocated issues	TBD	10%	20%	40%	60%	60%	60%	Assessment report of SHGs/ CBOs	Bi-annually	TG 1.1
<b>Output 1.1: Rights-holders are strengthened and organized in groups</b>	SHGs formed and mobilised	0	160	240	—	—	—	—	Partner MIS records	Quarterly	
	% promoted community structures (SHGs/ CBOs) are registered with local governments	0	—	—	30%	60%	90%	90%	Partner MIS records	Bi-Annually	
	% of community groups developed strategies to reduce corruption	0%	—	10%	30%	50%	60%	60%	Partner and CBO records	Annually	
	% of the targeted families have family development plans (FDPs)	0%	30%	60%	90%	90%	90%	90%	Partner MIS data	Quarterly	
<b>Output 1.2: Strengthened capacity of local governments</b>	% of working local governments have municipal level periodic plans	TBD	10%	20%	40%	60%	60%	60%	Published periodic plan documents	Bi-annually	
	# of government officials trained on transparency and accountability tools	0	80	120	140	40	—	380	Partner MIS records	Quarterly	
	% of school-going children of targeted families are learning and performing well in formal school	TBD	30%	50%	70%	70%	70%	70%	School records	Annual	TG 2.1
	% of out-of-school children of targeted families supported to re-enrol in school	TBD	30%	50%	60%	60%	60%	60%	Hh survey report	Annual	Norad Education Indicator 1.1.1
	% of children from targeted families report a decrease in the incidences of violence, abuse or exploitation	TBD	5%	15%	30%	50%	60%	60%	Hh survey report	Annual	
	% of supported schools have child friendly school environment	TBD	—	10%	30%	50%	50%	50%	School performance assessment report ECCE centre	Annual	TG 2.5
	% of children enrolled in formal school after attending ECCE centres	TBD	—	90%	90%	90%	90%	90%	ECCE centre assessment report	Annual	TG 2.3
<b>Output 2.1: Increased success of children to remain in formal school</b>	# of children supported in CMIMCs (disaggregated by sex)	0	200	300	300	200	—	1,000	Partners records	Annual	
	# of community managed coaching centres (CMMCs) established	0	40	100	160	—	—	300	Partners records	Bi-annually	
	% of SF supported schools developed a SIP	0%	20%	50%	80%	80%	80%	80%	School performance assessment report	Bi-annually	
	# of SMICs trained on good governance and participatory school management	0	16	32	32	—	—	80	Partners event report	Quarterly	
	# of teachers trained in child friendly techniques	0	80	200	120	—	—	400	Partners event report	Quarterly	
<b>Output 2.2: Strengthened capacity of supported schools</b>	# of ECCE centres strengthened in SF working areas	0	40	60	—	—	—	100	Partners records	Bi-annually	
	# of children enrolled in ECCE centres (disaggregated by sex)	0	1,000	1,500	—	—	—	2,500	ECCE centre assessment report	Bi-annually	
	% of women and adolescent girls achieved minimum proficiency level in reading, writing and mathematics	TBD	30%	60%	60%	60%	60%	60%	Literacy evaluation report	Annual	TG 2.6
	% of SHS women members and adolescent girls completed literacy classes	TBD	40%	70%	70%	70%	70%	70%	Literacy evaluation report	Annual	
<b>Output 3.1: Functional literacy centres established</b>	# of functional literacy centres operated	0	100	200	100	—	—	400	Partners records	Annually	
	# of women and adolescent girls enrolled in literacy centres	0	2,000	4,000	2,000	—	—	8,000	SAMVAD evaluation report	Annually	TG 2.7
	% of targeted adolescents have improved life skills	TBD	40%	75%	75%	75%	75%	75%	Self-esteem survey report	Annually	
	% of adolescents demonstrate improved self-esteem	TBD	80%	80%	80%	80%	80%	80%	SAMVAD assessment reports	Annually	
	% of adolescents reported a reduction in cases of early marriage, caste and gender based discrimination	TBD	80%	80%	80%	80%	80%	80%	SAMVAD assessment report	Bi-annually	
	% adolescents have a career development plan	TBD	70%	70%	70%	70%	70%	70%	IGA assessment report	Bi-annually	
	% of trained adolescents started an income generating activity	TBD	—	80%	80%	80%	80%	80%	IGA assessment report	Bi-annually	TG 3.1

	# of Samvad centres	0	200	300	--	--	500	MIS from partners	Bi-annually	
Output 4.1: Improved capacity of adolescents on life skills and rights	# of Samvad adolescents enrolled	0	4,000	6,000	--	--	10,000	SAMVAD centre survey report	Bi-annually	
	# of adolescents supported with basic inputs for IGA development	0	--	800	800	400	--	2,000	IGA assessment report	Bi-annually
	# of forums established	0	--	200	300	--	--	500	Partner MIS records	Bi-annually
	# of networks formed	0	--	35	40	--	--	75	Partners progress report	Bi-annually
Output 4.2: Strengthened capacity of SAMVAD centres, forums and networks to fight against rights violations	% of SSTs and Samvad forums trained on advocacy, lobbying and local government planning processes	0%	90%	90%	90%	90%	90%	Partners event records	Bi-annually	
	% of graduate forums and their networks have development plans	0%	--	80%	80%	80%	80%	SAMVAD forums assessment report	Bi-annually	
	% of targeted families increased their annual income by 30%	TBD	--	10%	25%	50%	60%	IGA assessment report	Annually	
	% of IGAs scaled up as micro-enterprises	TBD	--	5%	1.5%	30%	30%	IGA assessment report	Bi-annually	
	% of TVET graduates are employed/self-employed in a relevant job 6 months after finalizing training	TBD	--	50%	75%	75%	75%	IGA assessment report	Annually	
Outcome 5: Targeted families benefit from increased economic security	% of TVET graduates passed the NSTB (national skill testing board) skills test	TBD	--	60%	60%	60%	60%	NSTB results report	Annually	
	% of TVET graduates earned an income of NPR 13,500 per month on average	TBD	--	30%	50%	60%	60%	IGA assessment report	Annually	
	% of targeted families have a home garden	TBD	30%	60%	80%	80%	80%	Family profile assessment report	Bi-annually	
	% of targeted families received technical training to start or expand an IGA	TBD	10%	30%	60%	70%	70%	Family profile assessment report	Bi-annually	
	70% of SHG members that access credit from SHGs/CBOs/ MFIs to start of expand IGAs or enterprises	TBD	10%	30%	60%	70%	70%	IGA assessment report	Bi-annually	
Output 5.2: Targeted families run micro-enterprises	3000 SHG families received inputs and business development services	0	400	1,600	1,000	--	--	3,000	IGA assessment report	Bi-annually
Output 5.3: Young people's skills strengthened to find gainful employment	500 youth enrolled in vocational training courses	0	100	100	100	100	100	500	Partners event records	Bi-annually
	500 youths received pre-training career counselling	0	100	100	100	100	100	500	Partners event records	Bi-annually

<sup>1</sup> Baselines to be determined or revised at project start. This could lead to a revision of some targets.

**Sri Lanka Country Goal:** 12,400 marginalised families from five districts in Sri Lanka achieve economic and social empowerment.

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Three Year Target	Means of Verification	Frequency	Remark
<b>Outcome 1: Strong civil society mechanisms are functioning as a platform to secure the rights of the community</b>	% of CBOs annual plans implemented with the support of respective government offices % of CBOs achieved at least one advocated issue % of families report they are satisfied with the financial services of the CBO % of women leaders with key positions in federations / apex bodies	0% TBD TBD TBD	25% 20% 60% 60%	40% 30% 75% 75%	50% 40% Sample survey Sample survey	Annualy Annualy	Annually	TG 1.1 CC 1.1
<b>Output 1.1 : Improved institutional and technical capacity of CBOs</b>	# of CBOs received registration under government network # of CBO leaders trained on government procedures # of workshops conducted on proposal writing	103 0 0	150 570 10	170 570 10	190 570 20	Data collection records Data collection records Data collection records	Quarterly Quarterly Quarterly	CC 1.1
<b>Output 1.2: Strengthened capacity of duty-bearers</b>	# of forums organized between duty bearers/other stakeholders and right holders # of duty bearers who have participated in the forums # of duty bearers trained in good governance	0 0 0	16 400 200	16 400 200	32 400 200	Data collection records Data collection records Data collection records	Quarterly Quarterly Quarterly	CC 4.2
<b>Outcome 2: Parents and local communities are engaged in education</b>	% of supported SMCs that promote students' rights and quality education % of out-of-school children supported to enrol in formal education % of out-of-school children enrolled in formal school that remain in the learning institution the following year	0% 17% TBD	40% 55% 60%	60% 65% 60%	80% 75% 60%	Perception survey, SMC meeting minutes School records, FGD School records, FGD	Annually Annually Annually	Norad Education Indicator 1.1.1 TG 2.4 Norad Education Indicator C14 Norad Education Indicator C14
<b>Output 2.1 Increased capacity of SMCs</b>	# of SMC members trained on school management # of SMC trained in participatory monitoring # of awareness sessions on the importance of quality education	0 0 0	144 144 24	144 144 24	144 144 48	Data collection records Data collection records Data collection records	Quarterly Quarterly Quarterly	Indicator C14 Indicator C14 Norad Education Indicator C14
<b>Outcome 3: Families achieve economic empowerment to secure a sustainable livelihood</b>	% of households increased their income by at least 20% % of persons with disabilities have started or expanded an IGA with the support of the programme % of households report having the capacity to adapt to natural hazards	0% 0% 0%	20% 40% 60%	30% 40% 60%	40% Sample survey Sample survey	Annualy Annualy Annualy	Annualy	TG 3.1 and CC 3.1 TG 3.3
<b>Output 3.1: Value chain activities strengthened</b>	# of farmers with market linkages # of products with value added	0 0	465 3	930 10	1,350 15	Data collection records Data collection records	Quarterly Quarterly	
<b>Output 3.2: Increased resilience of households</b>	# of subcommittees formed on disaster risk management # of people trained on climate change adaptation	0 0	300 300	100 270	90 570	Data collection records Data collection records	Quarterly Quarterly	CC 2.2

<b>Output 4: Enhanced youth employability through vocational training</b>	% of youth that are employed/self-employed 6 months after completing TVET	0%	-	50%	75%	Sample Survey	Annually	TG 3.2
	% of youth forums implemented at least one income generation project with relevant duty bearers.	0%	30%	40%	50%	Sample survey Case studies	Bi-annually	
<b>Output 4.1: Increased provision of training opportunities</b>	# of TVET centres supported	2	4	4	8	Data collection records	Bi-annually	
	# of youth enrolled in vocational training courses	96	640	640	2,560	Data collection records	Quarterly	Norad Education Indicator CI1
<b>Output 4.2: Improved quality and relevance of TVET</b>	# of government affiliated TVET units refurbished	0	2	2	4	Data collection records	Annually	
	# of youth received start-up kits	0	128	128	512	Data collection records	Quarterly	
<b>Output 4.3: Youth forums established</b>	# of job fairs organized	0	4	4	8	Data collection records	Quarterly	Norad Education Indicator 3.1.5
	# of youth forums received registration under divisional secretariat	0	40	40	95	Data collection records	Quarterly	
	# of youth forums developed implementation plan	0	40	40	95	Action plan records	Annually	

**i. Baselines to be determined or revised at project start.** This could lead to a revision of some targets.

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### South Sudan Country Goal: Communities emerging out of war in South Sudan have increased levels of education and economic empowerment.

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023	Five year target	Means of Verification	Frequency	Remark
<b>Outcome 1: Strengthened capacity of civil society*</b>	% of participants in SF programmes receiving trauma care	0	TBD	TBD	TBD	TBD	TBD	TBD	Partner records	Annually	
Output 1: CSO partners' capacity improved	Partners programme capacity and quality score improved	TBD	TBD	TBD	TBD	TBD	TBD	TBD	PAT tool	Annually	TG 1.2
	Partners finance management and governance score improved	TBD	TBD	TBD	TBD	TBD	TBD	TBD	RAT tool	Annually	TG 1.3
<b>Outcome 2: Enhanced access to inclusive, quality education for children in target communities</b>	% of pupils passing early grade proficiency test (literacy, numeracy) in supported schools	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Impact study, Tool under development	Annually	TG 2.1
	% of pupils in supported schools that remain in the learning institution the following year	TBD	—	70%	70%	70%	70%	70%	School records	Annually	TG 2.4
	% of pupils enrolled in grade 1 that have attended ECCE centres	TBD	—	50%	50%	50%	50%	50%	School records	Annually	TG 2.3
	% of SF supported primary schools meeting pre-defined quality standards	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Partner records	Annually	TG 2.5
Output 2.1: Improved teaching and learning environment in supported schools	# of students enrolled in supported primary schools in grade 1 to 3	TBD	1,170	1,560	1,950	2,450	3,120	3,120	Partner records	Quarterly	Norad Education indicator C1
	# of in-service primary teachers trained in soft-skills	0	60	120	180	240	300	300	Partner records	Quarterly	Norad Education Indicator C15
	# of classrooms renovated in supported primary schools	0	2	2	2	2	2	10	Partner records	Quarterly	Norad Education Indicator C12
	# of children enrolled in supported ECCE centres	0	780	1,170	1,560	1,950	2,340	2,340	ECCE centre records	Quarterly	Norad Education Indicator C1
Output 2.2: Children are prepared for primary education through ECCE centres	# of ECCE caregivers trained in soft skills	0	8	16	24	32	39	39	Partner records	Quarterly	Norad Education Indicator C15
	# of classrooms constructed in ECCE centres	0	4	5	5	5	5	24	Partner records	Quarterly	Norad Education Indicator C12
	# of toilet stances constructed in ECCE centres	0	2	2	2	2	2	10	Partner records	Quarterly	Norad Education Indicator C1.1
Output 2.3: Patients and local communities are engaged in education	# of PAT/SMCs members trained in SF supported primary schools	0	18	36	54	72	90	90	Training reports	Quarterly	Norad Education Indicator C14
	% of Bonga graduates engaged in GAs or gainful employment	30%	70%	70%	70%	70%	70%	70%	Survey	Annually	TG 3.1
	% of Bonga graduates attaining basic literacy and numeracy skills	30%	80%	80%	80%	80%	80%	80%	Partner records	Annually	TG 2.6
	% of adolescents applying life skills training in their lives	45%	85%	85%	85%	85%	85%	85%	Survey	Annually	TG 2.7
	% of girls involved in household decision making	30%	70%	70%	70%	70%	70%	70%	Survey	Annually	CCI 1.3
	% of girls demonstrate improved self-esteem	30%	80%	80%	80%	80%	80%	80%	Survey	Annually	
	# of Bonga centres established	0	37	35	35	35	35	177	Partner records	Quarterly	
Output 3.1.1: Bonga centres established and operational	# of adolescent girls and boys (70% / 30%) enrolled in Bonga centres	0	1,110	1,050	1,050	1,050	1,050	5,300	Centre records	Quarterly	
	# of community theatre presentations conducted by Bonga groups	0	111	105	105	105	105	531	Centre records	Quarterly	
	% of Bonga in School participants that remain in formal school the following year	TBD	—	90%	90%	90%	90%	90%	Centre records	Quarterly	TG 2.4
	% attendance rate in formal school of Bonga in School participants	TBD	90%	90%	90%	90%	90%	90%	Centre records	Quarterly	
	# of pupils attending Bonga in school clubs	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	
	# of Bongas in school clubs operational	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	

	% of CSG members that have started new IGAs or expanded an existing one	30%	50%	50%	50%	50%	50%	Survey	Annually	TG 3.1
	% of households able to meet their food requirements	30%	50%	50%	50%	50%	50%	Survey	Annually	
	% of households acquiring household welfare assets like, TV, furniture, mattresses, kitchen utensils	45%	75%	75%	75%	75%	75%	Survey	Annually	
	# of CSG clients reached	0	1,500	9,000	21,600	25,950	30,000	SAVIX database	Quarterly	
Output 4.1: CSG promoted	# of Community Saving Groups reached	0	60	360	864	1,038	1,200	SAVIX database	Quarterly	
	# of clusters established	0	2	12	28	35	40	MOUs	Quarterly	
Outcome 5: Youth equipped with skills to find gainful employment	% of youth who are generating their own income after completing vocational training	TBD	--	60%	60%	60%	60%	Survey	Annually	Norad Education Indicator C1.1
	% of youth acquiring gainful employment and/or starting an IGA after completing vocational training	TBD	--	60%	60%	60%	60%	Survey	Annually	TG 3.2
Output 5.1: Community based vocational skills centres strengthened	# of vulnerable youth enrolled in community vocational training	0	400	400	400	400	400	Enrollment records	Quarterly	Norad Education Indicator C1.1
	# of youth received a start-up kit	0	252	252	252	252	252	Distribution lists	Quarterly	
	% of students graduated from supported TTIs (pre-service)	TBD	65%	70%	75%	80%	80%	Partner records	Annually	
Outcome 6: Increased quantity and improved quality of the teaching force in South Sudan	% retention rate of students attending pre-service courses	TBD	70%	70%	70%	70%	70%	Partner records	Quarterly	
	% of in-service teachers completing training courses	TBD	80%	80%	80%	80%	80%	Partner records	Annually	
	% of graduated students that work in relevant, education-related job after 1 year	TBD	--	70%	75%	80%	90%	Partner records	Annually	
	# of pre-service students enrolled in supported TTIs	0	80	80	80	80	400	Partner records	Bi-annually	
	% attendance rate of tutors in supported TTIs	60%	65%	70%	75%	80%	80%	School records	Bi-annually	
Output 6.1: Increased quantity of students enrolled in National Teacher Training Institutes (NTTIs)	# of libraries reinforced to support teaching and learning	1	1	1	1	--	--	School records	Annually	Norad Education Indicator C1.3
	% of running costs (excl. Salaries) are covered by national sources	3%	5%	10%	15%	20%	28%	School records	Annually	
Output 6.2: Improved capacity of in-service teachers	# of in-service teachers enrolled in urban TTIs	0	44	44	44	44	220	Partner records	Bi-annually	Norad Education Indicator C2.2.1
	# of in-service teachers enrolled in CBTT	0	20	20	20	20	100	Partner records	Bi-annually	Norad Education Indicator C2.2.1

<sup>1</sup> Baselines to be determined or revised at project start. This could lead to a revision of some targets.

\* The placement of indicators in Outcome 1 will be revised before submitting final templates by mid-2019

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**Tanzania Country Goal: Tanzanians in rural and poor communities enjoy increased levels of education, economic activity and participation in local decision-making.**

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023	Five year target	Means of Verification	Frequency	Remark
<b>Outcome 1: Strengthened capacity of civil society*</b>	# of community mechanisms that have successfully achieved at least one advocated issue	0	9	12	15	18	21	75	Partner records	Annually	TG 1.1
	% of rights holders satisfied with service delivery by local authorities	TBD	10%	20%	30%	40%	60%	60%	Citizen Scorecard	Annually	
Output 1: CSO partners' capacity improved*	Partners programme capacity and quality score improved	TBD	TBD	TBD	TBD	TBD	TBD	PAT tool	Annually	TG 1.2	
	Partners finance management and governance score improved	TBD	TBD	TBD	TBD	TBD	TBD	RAT tool	Annually	TG 1.3	
<b>Outcome 2: Enhanced access to inclusive, quality education for children in target communities</b>	% of pupils passing early grade proficiency test (literacy, numeracy) in supported schools	TBD	TBD	TBD	TBD	TBD	TBD	Impact study, Tool under development	Annually	TG 2.1	
	% of pupils in supported schools that remain in the learning institution the following year	TBD	—	95%	95%	95%	95%	School records	Annually	TG 2.4	
	% of pupils enrolled in grade 1 that have attended ECCE centres	TBD	—	90%	90%	90%	90%	School records	Annually	TG 2.3	
	% of SF supported primary schools meeting pre-defined quality standards	TBD	TBD	TBD	TBD	TBD	TBD	Partner records	Annually	TG 2.5	
Output 2.1: Improved teaching and learning environment in supported schools	# of students enrolled in supported primary schools in grade 1 to 3	TBD	4,500	6,000	7,500	9,000	10,500	10,500	Partner records	Quarterly	Norad Education Indicator C1
	# of in-service primary teachers trained in soft-skills	0	60	120	180	240	300	300	Partner records	Quarterly	Norad Education Indicator C13
	# of classrooms renovated in supported primary schools	0	4	4	4	4	4	20	Partner records	Quarterly	Norad Education Indicator C12
	# of children enrolled in supported ECCE centres	0	1,500	2,250	3,000	3,750	4,500	4,500	ECCE centre records	Quarterly	Norad Education Indicator C11
	# of ECCE caregivers trained in soft skills	0	9	18	27	36	45	45	Partner records	Quarterly	Norad Education Indicator C12
	# of classrooms constructed in ECCE centres	0	6	6	6	6	6	30	Partner records	Quarterly	Norad Education Indicator C12
	# of toilet stances constructed in ECCE centres	0	4	4	4	4	4	20	Partner records	Quarterly	Norad Education Indicator C12
	# of PAT/SNCs members trained in SF supported primary schools	0	33	66	99	132	165	165	Training reports	Quarterly	Norad Education Indicator C14
	# of CMC members trained in supported ECCE centres	0	21	42	63	84	105	105	Training lists	Quarterly	Norad Education Indicator C14
	% of Bonga graduates engaged in IGAs or gainful employment	30%	85%	85%	85%	85%	85%	85%	Survey	Annually	TG 3.1
	% of Bonga graduates attaining basic literacy and numeracy skills	30%	80%	80%	80%	80%	80%	80%	Partner records	Annually	TG 2.6
<b>Outcome 3.1: Adolescent girls and boys empowered to realise their social and economic rights</b>	% of adolescents applying life skills training in their lives	45%	85%	85%	85%	85%	85%	85%	Survey	Annually	TG 2.7
	% of girls involved in household decision making	30%	70%	70%	70%	70%	70%	70%	Survey	Annually	CC1.3
	% of girls demonstrate improved self-esteem	30%	80%	80%	80%	80%	80%	80%	Survey	Annually	
Output 3.1.1: Bonga centres established and operational	# of Bonga centres established	0	30	35	67	59	47	238	Partner records	Quarterly	
	# of adolescent girls and boys (70% / 30%) enrolled in Bonga centres	0	900	1,050	2,010	1,770	1,410	7,140	Centre records	Quarterly	
	# of community theatre presentations conducted by Bonga groups	0	150	175	335	295	235	1,190	Centre records	Quarterly	
	% of Bonga in School participants that remain in formal school the following year	TBD	—	90%	90%	90%	90%	90%	Centre records	Quarterly	TG 2.4
<b>Outcome 3.2: Increased support for students to remain in formal school</b>	% attendance rate in formal school of Bonga in School participants	TBD	90%	90%	90%	90%	90%	90%	Centre records	Quarterly	
Output 3.2.1: Bonga in School clubs operational	# of pupils attending Bonga in school clubs	TBD	TDB	TDB	TDB	TDB	TDB	TDB	Centre records	Quarterly	
	# of Bonga in school clubs	TBD	TDB	TDB	TDB	TDB	TDB	TDB	Centre records	Quarterly	

									TG 3.1
<b>Outcome 4: Poor communities' economic empowerment strengthened through savings groups, market linkages and resilience</b>									
% of CSG members that have started new IGAs or expanded an existing one	30%	40%	45%	50%	55%	60%	60%	Survey	Annually
% of households able to meet their food requirements	30%	50%	55%	60%	65%	70%	70%	Survey	Annually
% of households acquiring household welfare assets like, TV, furniture, mattresses, kitchen utensils	45%	55%	60%	65%	70%	75%	75%	Survey	Annually
% of CSGs successfully accessing loans from other institutions	TBD	5%	10%	15%	20%	30%	30%	Group records	Annually
% of CSG members engaged in collective marketing	TBD	10%	15%	20%	25%	30%	30%	Group records	Bi-Annually
# of CSG clients reached	0	3,300	19,450	48,250	53,925	70,200	70,200	SAVIX database	Quarterly
# of Community Saving Groups reached	0	132	778	1,930	2,157	2,808	2,808	SAVIX database	Quarterly
# of clusters established	0	7	39	97	108	140	140	MOUs	Quarterly
# of market linkages created	0	6	6	6	6	6	30	Project reports	Annually
# of demonstration gardens established	0	6	6	6	6	6	30	Project reports	Annually
# of people received Climate Smart agriculture training	0	300	300	300	300	300	300	Project reports	Quarterly
<b>Outcome 5: Youth equipped with skills to find gainful employment</b>									
% of youth who are generating their own income after completing vocational training	TBD	—	75%	75%	75%	75%	75%	Survey	Annually
% of youth acquiring gainful employment and/or starting an IGA after completing vocational training	TBD	—	75%	75%	75%	75%	75%	Survey	Annually
# of vulnerable youth enrolled in community vocational training	0	450	450	798	800	1,000	3,498	Enrolment records	Quarterly
# of youth received a start-up kit	0	405	810	1,528	2,248	3,148	3,148	Distribution lists	Quarterly
# of youth Skills Networks are functional	0	—	15	15	15	60	60	Project reports	Quarterly

<sup>1</sup>: Baselines to be determined or revised at project start. This could lead to a revision of some targets.

\* The placement of indicators in Outcome 4 will be revised before submitting final templates by mid-2019.

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**Uganda Country Goal:** Ugandans in rural and poor communities realise their right to quality education, sustainable livelihoods and access to public services.

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023	Five year target	Means of Verification	Frequency	Remark
<b>Outcome 1: Strengthened capacity of civil society*</b>	# of community mechanisms that have successfully achieved at least one advocated issue	0	9	12	15	18	21	75	Partner records	Annually	TG 1.1
	% of rights holders satisfied with service delivery by local authorities	TBD	10%	20%	30%	40%	60%	60%	Citizen Scorecard	Annually	
	% of refugees in SF programmes receiving trauma care	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Partner records	Annually	
<b>Output 1: CSO partners' capacity improved</b>	Partners programme capacity and quality score improved	TBD	TBD	TBD	TBD	TBD	TBD	TBD	PAT tool	Annually	TG 1.2
	Partners finance management and governance score improved	TBD	TBD	TBD	TBD	TBD	TBD	TBD	RAT tool	Annually	TG 1.3
<b>Outcome 2: Enhanced access to inclusive, quality education for children in target communities</b>	% of pupils passing early grade proficiency test (literacy, numeracy) in supported schools	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Impact study, Tool under development	Annually	TG 2.1
	% of pupils in supported schools that remain in the learning institution the following year	TBD	--	95%	95%	95%	95%	95%	School records	Annually	TG 2.4
	% of pupils enrolled in Grade 1 that have attended ECCE centres	TBD	--	80%	80%	80%	80%	80%	School records	Annually	TG 2.3
	% of SF supported primary schools meeting pre-defined quality standards	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Partner records	Annually	TG 2.5
<b>Output 2.1: Improved teaching and learning environment in supported schools</b>	# of students enrolled in supported primary schools in grade 1 to 3	TBD	4,500	6,000	7,500	10,500	12,500	12,500	Partner records	Quarterly	Norad Education indicator C1
	# of in-service primary teachers trained in soft-skills	0	60	120	180	240	300	300	Partner records	Quarterly	Norad Education indicator C15
	# of classrooms renovated in supported primary schools	0	4	5	5	5	5	24	Partner records	Quarterly	Norad education indicator C12
	# of children enrolled in supported ECCE centres	0	1,500	2,250	3,000	4,250	5,250	5,250	ECCE centre records	Quarterly	Norad Education indicator C13
<b>Output 2.2: Children are prepared for primary education through ECCE centres</b>	# of ECCE caregivers trained in soft skills	0	8	24	32	40	48	48	Partner records	Quarterly	Norad Education indicator C12
	# of classrooms constructed in ECCE centres	0	5	5	5	5	5	30	Partner records	Quarterly	Norad Education indicator C12
	# of toilet stances constructed in ECCE centres	0	4	4	4	4	4	20	Partner records	Quarterly	Norad Education indicator C1.2.1
	# of PAT/SNCs members trained in SF supported primary schools	0	44	88	132	176	220	220	Training reports	Quarterly	Norad Education indicator C14
	# of CMC members trained in supported ECCE centres	0	28	56	84	112	140	140	Training lists	Quarterly	Norad Education indicator C14
	% of Bonga graduates engaged in IGAs or gainful employment	30%	85%	85%	85%	85%	85%	85%	Survey	Annually	TG 3.1
	% of Bonga graduates attaining basic literacy and numeracy skills	30%	80%	80%	80%	80%	80%	80%	Partner records	Annually	TG 2.6
<b>Outcome 3.1: Adolescent girls and boys empowered to realise their social and economic rights</b>	% of adolescents applying life skills training in their lives	45%	85%	85%	85%	85%	85%	85%	Survey	Annually	TG 2.7
	% of girls involved in household decision making	30%	70%	70%	70%	70%	70%	70%	Survey	Annually	CCI 1.3
	% of girls demonstrate improved self-esteem	30%	80%	80%	80%	80%	80%	80%	Survey	Annually	
	# of Bonga centres established	0	42	49	93	89	70	343	Partner records	Quarterly	
<b>Output 3.1.1: Bonga centres established and operational</b>	# of adolescent girls and boys (70% / 30%) enrolled in Bonga centres	0	1,260	1,470	2,790	2,670	2,100	10,290	Centre records	Quarterly	
	# of community theatre presentations conducted by Bonga groups	0	210	245	465	445	350	1,715	Centre records	Quarterly	
<b>Output 3.1.2: Bonga plus centres established</b>	# of youth enrolled in an accelerated education programme	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	
	# of Bonga Plus centres established	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	

	% of Bonga in School participants that remain in formal school the following year	TBD	--	90%	90%	90%	90%	Centre records	Quarterly	TG 2.4
	% attendance rate in formal school of Bonga in School participants	TBD	90%	90%	90%	90%	90%	Centre records	Quarterly	
	# of pupils attending Bonga in school clubs	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	
Output 3.2.1: Bonga in School clubs operational	# of Bonga in school clubs	TBD	TBD	TBD	TBD	TBD	TBD	Centre records	Quarterly	
	% of CSGs members that have started new /GAs or expanded an existing one	30%	50%	55%	60%	65%	65%	70%	Survey	Annually
	% of households able to meet their food requirements	30%	40%	45%	50%	55%	60%	60%	Survey	Annually
Outcome 4: Poor communities' economic empowerment strengthened through savings groups, market linkages and resilience	% of households acquiring household welfare assets like, TV, furniture, mattresses, kitchen utensils	45%	55%	60%	65%	70%	75%	75%	Survey	Annually
	% of CSGs successfully accessing loans from other institutions	TBD	5%	10%	15%	20%	30%	30%	Group records	Annually
	% of CSG members engaged in collective marketing	TBD	40%	45%	50%	55%	60%	60%	Group records	Bi-Annually
Output 4.1: CSG promoted	# of CSG clients reached	0	3,250	25,650	59,450	75,950	123,025	123,025	SAVIX database	Quarterly
	# of Community Saving Groups reached	0	130	1,026	2,378	3,038	4,921	4,921	SAVIX database	Quarterly
	# of clusters established	0	7	51	119	152	246	246	MOUs	Quarterly
	# of market linkages created	0	10	10	10	10	50	50	Project reports	Annually
Output 4.2: Development of commercial villages	# of demonstration gardens established	0	10	10	10	10	50	50	Project reports	Annually
	# of people received Climate Smart Agriculture training	0	400	400	400	400	2,000	2,000	Project reports	Quarterly
Outcome 5: Youth equipped with skills to find gainful employment	% of youth who are generating their own income after completing vocational training	TBD	--	75%	75%	75%	75%	Survey	Annually	Norad Education indicator 3.1
	% of youth acquiring gainful employment and/or starting an IGA after completing vocational training	TBD	--	75%	75%	75%	75%	Survey	Annually	TG 3.2
	# of vulnerable youth enrolled in community vocational training	0	600	750	750	700	700	3,500	Enrolment records	Quarterly
Output 5.1: Community based vocational skills centres strengthened	# of youth received a start-up kit	0	540	675	675	630	630	3,150	Distribution lists	Quarterly
	# of youth Skills Networks are functional	0	-	15	15	15	60	60	Project reports	Quarterly

Baselines to be determined or revised at project start. This could lead to a revision of some targets.

\* The placement of indicators in Outcome 1 will be revised before submitting final templates by mid-2019.

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**WEST AFRICA Regional Goal: Children, young people and women in poor communities in Mali, Burkina Faso and Niger enjoy increased levels of education, economic activity and participation in decision-making.**

Goal / Outcome/Output	Indicators	Baseline Values <sup>1</sup>	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023	Five year target	Means of Verification	Frequency	Remark
<b>Outcome 1: Women, young people and NGOs are engaged in claiming their rights</b>	# of community mechanisms that have successfully achieved at least one advocated issue	TBD	80	80	80	80	80	80	Partner and CBO records	Annually	TG 1.1
	% of women that participate in local decision-making bodies and processes	40%	42%	43%	46%	48%	50%	50%	NGO annual collection reports	Annually	CG 1.2
	% of target communes holding an annual accountability session with communities with the support of NGO partners	TBD	50%	50%	80%	90%	100%	100%	NGO annual collection reports	Annually	TG 1.4
<b>Output 1.1: Capacity of women, young people and children is strengthened</b>	# of trained individuals on fundamental rights (disaggregated by gender, disability and age group)	TBD	Children: 4,210; Young people: 175; Women: 34,840	Partner and CBO records	Annually						
	# advocacy/development initiatives led by NGOs	TBD	Mali: 6; BF: 4; Niger: 6	Partner and CBO records	Annually						
	% NGO partners scored high at the end of the intervention	0%	30%	50%	70%	90%	100%	100%	PAT / RAT tool	Annually	TG 1.2
<b>Output 1.2: Enhanced management and operational capacity of NGO partners</b>	% actors (NGOs, Communities, local authorities) that respected agreements terms	TBD	30%	50%	70%	90%	100%	100%	SF records on agreements	Annually	
<b>Outcome 2.1: Improved access to primary education for out-of-school children aged 8 to 12 (at programme start)</b>	% of Speed School students are enrolled in primary school after completing Speed School	90%	95%	95%	95%	95%	95%	95%	Tool under development	Annually	TG 2.2
	% of SS graduates enrolled in Grade 4 in supported learning institutions that remain in the learning institution the following year	87%	90%	90%	90%	90%	90%	90%	School records	Annually	Norad Education Indicator 1.2 / TG 2.3
	% of SS graduates that are learning and performing well in formal school	87%	90%	90%	90%	90%	90%	90%	School records	Annually	TG 2.1
	# of Speed School (SS) centres that have been opened <sup>2</sup>	0	Mali: 110; BF: 100; Niger: 100	Mali: 60; BF: 40; Niger: 60	Mali: 890; BF: 485; Niger: 540; WA: 1915	Partners records	Annually	Norad Education Indicator C12			
	# of out-of-school children (aged 8-12 at programme start) supported to enrol in Speed Schools (50% boys, 50% girls, 1% CWD) (WA: 47,875)	0	Mali: 2,750; BF: 2,500; Niger: 2,500	Mali: 2,750; BF: 2,500; Niger: 2,500	Mali: 2,750; BF: 2,500; Niger: 2,500	Mali: 1,500; BF: 1,000; Niger: 1,500	Mali: 1,500; BF: 1,000; Niger: 1,500	Mali: 22,250; BF: 12,125; Niger: 13,500; WA: 47,875	Partners records	Annually	Norad Education Indicator 1.1.1
<b>Output 2.1.1: Speed School centres running</b>	# of Speed School Management Committees have been formed and trained	0	Mali: 110; BF: 100; Niger: 100	Mali: 110; BF: 100; Niger: 100	Mali: 110; BF: 100; Niger: 100	Mali: 60; BF: 40; Niger: 60	Mali: 60; BF: 40; Niger: 60	Mali: 890; BF: 485; Niger: 540; WA: 1915	Partners records	Annually	Norad Education Indicator C14
<b>Outcome 2.2: Improved teacher workforce **</b>	Pupil-qualified teacher ratio	0	1-25	1-25	1-25	1-25	1-25	1-25	Partners records	Annually	Norad Education indicator 2.2.2
	% of supported educational institutions visited by inspector/supervisor one or more times in the last school year	0%	100%	100%	100%	100%	100%	100%	Partners records	Annually	Norad Education indicator 2.2.4
<b>Outcome 3: Improved access to secondary education for out-of-school adolescents aged 13-14 (at programme start)</b>	% of successful SS2 graduates that are registered in the first year of secondary school (or higher) the academic year after completing SS2	TBD	50%	50%	50%	50%	50%	50%	School records	Annually	
	# of SS2 centres established	0	Mali: 6; BF: 4; Niger: 4	—	Mali: 6; BF: 4; Niger: 4	—	Mali: 6; BF: 4; Niger: 4	Mali: 18; BF: 12; Niger: 12	NGO annual collection reports	Annually	Norad Education Indicator C12
	# of out-of-school adolescents enrolled (in the first year) of SS2	0	Mali: 150; BF: 100; Niger: 100	—	Mali: 150; BF: 100; Niger: 100	—	Mali: 150; BF: 100; Niger: 100	Mali: 450; BF: 300; Niger: 300	NGO annual collection reports	Annually	Norad Education Indicator 1.1.1
	% 3AU graduates that achieved minimum proficiency level in reading, writing and mathematics	TBD	—	85%	85%	85%	85%	85%	Partner records	Annually	TG 2.6
	% of young women applying life skills in their daily life	TBD	—	50%	50%	50%	50%	50%	Partner records	Annually	TG 3.1
<b>Output 4: Improved literacy and life skills of young women (aged 15-20)</b>	# of 3AU centres established	TBD	Program starts 2020	Mali: 6; BF: 4; Niger: 4	Mali: 24; BF: 16; Niger: 16	Partner records	Annually				
	# of young women enrolled in 3AU training courses	TBD	Program starts 2020	Mali: 150; BF: 100; Niger: 100	Mali: 600; BF: 400; Niger: 400	Partner records	Annually				

<sup>2</sup> Norad share for Special Schools is equal to 1,100 centres and 27,500 students.

<sup>8</sup> It was decided to demand that 875 working days will be worked. This means an increase of 250 days.

It was originally reported that 875 young people will be reached. This was a miscalculation, the correct number is reported which includes total youth reached through 3AJ and S3A.

<sup>\*\*</sup> The baselines for these indicators have been revised to 0.

**Streemine Foundation's Global Results Framework**

Table showing how indicators from country/region log frames will be aggregated at Global Outcome Level. While Indicators 1.2 and 1.3 have not been included in the Norad template for some countries, they are part of the Partner Assessment Tool and all regions will be required to report results on these indicators.

	Bangladesh	Myanmar	Nepal	Sri Lanka	South Sudan	Uganda	Tanzania	West Africa
<b>Thematic Goal 1: Strong Civil Society</b>								
1.1 Community mechanisms that have successfully achieved at least one advocated issue	% of PIs achieved at least one advocated issue at local government/public sector	% of NGOs have successfully achieved at least one advocated issue	% of promoted community structures (SGAs/CDOs) have successfully achieved at least one advocated issue	% of NGOs achieved at least one advocated issue	% of community mechanisms that have successfully achieved at least one advocated issue	% of community mechanisms that have successfully achieved at least one advocated issue	% of community mechanisms that have successfully achieved at least one advocated issue	% of community mechanisms that have successfully achieved at least one advocated issue
1.2 Partners programme capacity and quality score improved*								
1.3 Partners finance management and governance score improved*								
1.4 Community mechanisms that participate in local government planning processes	% of rights bodies ensured participation in the Union/Local Government action plan	% of SGAs/CDOs development plans are incorporated in local government plans						
1.5 Advocacy success achieved by community mechanisms established or strengthened	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected	Results for this indicator will be collected
<b>Thematic Goal 2: Inclusive Quality Education and lifelong Learning for Marginalised and Disadvantaged Groups</b>								
2.1 % of children that are learning and performing well in formal school	% of children in Grade 5 that pass the Primary Education Completion Certificate (PECC) exam	% of school-going children of targeted families are learning and performing well in formal school			% of pupils passing early grade proficiency test (literacy, numeracy)	% of pupils passing early grade proficiency test (literacy, numeracy)	% of pupils passing early grade proficiency test (literacy, numeracy)	% of SS graduates that are learning and performing well in formal school
2.2 % of children/adolescents enrolled in formal school after completing an accelerated education programme	% of Pre-primary and Bridge School children transferred to formal school (disaggregated by programme)							
2.3 % of children enrolled in primary school after attending an SF supported ECCE centre		% of children enrolled in formal school after attending ECCE centres						
2.4 % of students enrolled in formal schools that remain in the learning institution the following year					% of pupils in supported schools that remain in the learning institution the following year; and % of pupils in supported schools that remain in the learning institution the following year	% of pupils in supported schools that remain in the learning institution the following year; and % of pupils in supported schools that remain in the learning institution the following year	% of SS graduates enrolled in grade 4 in supported schools that remain in the learning institution the following year; and % of SS graduates enrolled in secondary school that remain in the learning institution the following year	% of SS graduates enrolled in grade 4 in supported schools that remain in the learning institution the following year; and % of SS graduates enrolled in secondary school that remain in the learning institution the following year
2.5 % of supported schools/learning centres that meet SF's quality standards for school/learning centers	% of formal schools with improved learning environment	% of supported schools received market support for Quality Education	% of supported schools have child friendly school environment	% of women and adolescent girls achieved minimum proficiency level in reading, writing and mathematics	% of SF supported primary schools meeting pre-defined quality standards	% of SF supported primary schools meeting pre-defined quality standards	% of SF supported primary schools meeting pre-defined quality standards	% of SF supported primary schools meeting pre-defined quality standards
2.6 % of women and adolescents achieving minimum proficiency level in reading, writing and mathematics								
2.7 % of adolescents applying life skills in their daily life	% of adolescents have improved knowledge of life skills	% of adolescents have improved knowledge of life skills	% of adolescents have improved knowledge of life skills	% of adolescents applying life skills training in their lives	% of adolescents applying life skills training in their lives	% of adolescents applying life skills training in their lives	% of adolescents applying life skills training in their lives	% of adolescents applying life skills training in their lives
<b>Thematic Goal 3: Improved Livelihoods for the Rural Poor Through Enhanced Income Generation</b>								
3.1 % of individuals that have started an income generating activity or expanded an existing one	% of IGA initiatives transformed to micro-enterprises, and % of adolescents have started an income generating activity or expanded an existing one	% of adolescents engaged in economic activities	% of trained adolescents started an income generating activity, and % of targeted families received technical training to start or expand an IGA	% of persons with disabilities have started or expanded an IGA with the support of the programme	% of Bangla graduates engaged in IGA or gained employment, and % of CSG members that have started new IIGA or expanded an existing one	% of Bangla graduates engaged in IGA or gained employment, and % of CSG members that have started new IIGA or expanded an existing one	% of Bangla graduates engaged in IGA or gained employment, and % of CSG members that have started new IIGA or expanded an existing one	% of Bangla graduates engaged in IGA or gained employment, and % of CSG members that have started new IIGA or expanded an existing one
3.2 % of individuals that have gained employable skills and are in paid employment or self-employed	% of TVET graduates are employed/self-employed in a relevant job 6 months after finalizing training			% of youth that are employed/self-employed 6 months after completing TVET	% of youth acquiring gainful employment and/or starting an IGA after completing vocational training	% of youth acquiring gainful employment and/or starting an IGA after completing vocational training	% of youth employed/self-employed in a relevant job 6 months after completing vocational training	% of youth employed/self-employed in a relevant job 6 months after completing vocational training
3.3 % households that have experienced a shock and did not have to sell their assets								% of households that have experienced a shock and did not have to sell their assets