

Template:	Norwegian NGOs	Revision no.:	Final
Specific Conditions (part I)	Grant Management Regime I	Date:	06.04.18

GRANT AGREEMENT

BETWEEN

THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS

AND

THE NORWEGIAN RED CROSS

REGARDING

PARTNERSHIP AGREEMENT

QZA-18/0130

NORWEGIAN RED CROSS GLOBAL COOPERATION AGREEMENT 2018-2020

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PART I: SPECIFIC CONDITIONS  
PART II: GENERAL CONDITIONS  
PART III: PROCUREMENT PROVISIONS  
ANNEX A: BUDGET  
ANNEX B: RESULTS FRAMEWORK

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## PART I: SPECIFIC CONDITIONS

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

- (1) The Norwegian Ministry of Foreign Affairs (MFA), represented by Section for Humanitarian Affairs, and
- (2) The Norwegian Red Cross, an association duly established in Norway under registration number 864 139 442 (the Grant Recipient),

jointly referred to as the Parties.

### 1 SCOPE AND BACKGROUND

- 1.1 The Grant Recipient has submitted an application to MFA dated 6. December 2017 (the Application) regarding financial support to a programme titled Norwegian Red Cross Global Cooperation Agreement 2018-2020, QZA-18/0130 (the Project).
- 1.2 The MFA 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 2018 to December 2020 (the Support Period). The estimated costs of the Project are indicated in the budget attached as Annex A to this Agreement.
- 1.3 The Parties have agreed to enter into an Agreement, consisting of this part I; Specific Conditions, part II; General Conditions, and part III; Procurement Provisions, all of which form an integral part of this Agreement. In the event of discrepancies between the Specific Conditions and the General Conditions or Procurement Provisions, the Specific Conditions shall prevail.

### 2 OBJECTIVES OF THE PROJECT

- 2.1 The expected results (Outcomes) of the Project are as follows:
  - Ensure basic needs are met and improve the health of the most vulnerable people affected by conflict and protracted crisis,
  - Improve national, regional and global disaster preparedness and response systems to acute disasters and ensure coordinated recovery from large-scale disasters.

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

### 3 IMPLEMENTATION OF THE PROJECT

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

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- 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.
- 3.4 The Grant Recipient shall be familiar with UN Security Council Resolution 1325 on women, peace and security (s/res/1325 (2000)) and implement the Project in a way that promotes the intentions of the resolution in the best possible way. A statement on how the intentions of this resolution have been addressed shall be included in the progress reports and final report of the Project.
- 3.5 The Grant Recipient shall ensure that international humanitarian law and international human rights law is respected during implementation of the Project.
- 3.6 Implementation of the Project shall be guided by and comply with the fundamental principles of the Red Cross Red Crescent (RCRC) Movement as adopted and reaffirmed by states at the International Conference of Red Cross and Red Crescent.
- 3.7 The Grant Recipient shall do its utmost to ensure security during implantation of the Project, including the integrity of the humanitarian principles, compliance with international humanitarian law and the safety of staff.

#### **4 THE GRANT**

- 4.1 The Grant shall amount to maximum NOK 570 million, five hundred and seventy million Norwegian Kroner. The tentative, annual allocation will be as follows:

2018: 190 million

2019: 190 million

2020: 190 million

- 4.2 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations. Significant reductions in the Parliament's annual allocation to the relevant budget line may lead to a reduction in annual Grant allocations and/or in the total Grant amount. The annual Grant allocations must be confirmed by MFA following the Parliament's approval of the state budget for the relevant budget year. If the Grant amount is reduced the Grant Recipient must revise the implementation plan, budget and results framework correspondingly.
- 4.3 The Grant shall be used exclusively to finance the actual costs of the implementation of the Project during the Support Period.

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- 4.4 The Grant may be used to cover overheads/indirect costs up to a maximum of 6.5% of the actual costs of the Project.
- 4.5 The Grant Recipient is responsible for obtaining any additional resources which may be required to duly implement the Project.
- 4.6 This Agreement does not exclude the Grant Recipient from applying for additional financing from MFA in the event of unforeseen humanitarian crises during the Support Period. Any additional financial support from MFA may be formalised either through a separate agreement or through an addendum to this Agreement. Financial support provided through addendums to this Agreement shall be considered as part original Grant for the purposes of reporting and other follow-up.

## 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 Parties agree on the following, tentative disbursement plan:
- In 2018; 75% of the approved budget upon signing of this agreement and 25 % after reallocation letter and disbursement request in September/October.
- In 2019 and 2020, 25% of the annual agreement amount in February, 50 % of the approved budget after signing of the minutes from the annual meeting and 25 % after reallocation letter and disbursement request in September/October.
- 5.2 The disbursements shall be made upon MFA'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.
- 5.3 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. 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 the international director 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. MFA 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.
- 5.6 Except for the Project's first year, the second disbursement each year is subject to the MFA's receipt (re: 6 d) and subsequent approval of the annual implementation plan and budget plus the preliminary financial report for the previous year in the annual meeting.

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5.7 The Grant Recipient shall have a separate bank account exclusively for grants from MFA. All disbursements will be made to the following bank account:

Name of the account:	Norges Røde Kors
Account no.:	8200.06.08358
IBAN no.:	NO3282000608358
Name and address of the bank:	DNB ASA, 0021, Oslo, Norway
Swift/BIC code:	DNBANOKKXXX
Currency of the account:	NOK

## 6 REPORTING AND OTHER DOCUMENTATION

6.1 The following shall be submitted by the Grant Recipient to MFA:

- a) A **progress report** covering the period from January to December for the previous year shall be submitted to MFA by 31 May in 2019 and 2020. The progress report shall include the content specified in article 2 of the General Conditions. The emphasis shall be on results on outcome level. The report may be a consolidated annual report, joint with other donors, and cover the Grant Recipient's entire international operations, but the parts funded by the Grant must be clearly identifiable.
- b) A **financial report** covering the period from January to December for the previous year shall be submitted to MFA by 31 May in 2019 and 2020. The financial report shall include the content specified in article 3 of the General Conditions. In addition to the financial report covering the entire Project, MFA will annually request financial statements for one or more of the sub-projects financed by the Grant. The final financial report shall cover the entire Support Period and shall be submitted along with the final report referred to in article 6.1 3) of the Specific Conditions.
- c) An **audit report** covering the annual financial statements of the Project shall be submitted to MFA by end August 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 for the coming year shall be submitted to MFA by 1 December each year. The implementation plan and budget shall specify any deviations from the approved implementation plan and budget for the remaining Support Period.
- e) A **final report** for the Support Period shall be submitted to MFA no later than eight months after the end of the Support Period. The final report shall include the content listed in article 4 of the General Conditions.

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

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

6.4 In addition to the reporting listed above, MFA may request input or documentation throughout the Support Period if required in connection with preparation of the state budget or for other purposes.

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## 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 MFA within the deadline indicated in article 6 of the Specific Conditions.

## 8 FORMAL MEETINGS

- 8.1 The Parties shall hold a formal meeting once per year, tentatively early March in order to discuss i.a. the results achieved by the Project during the Support Period. The meeting shall be called and chaired by the Grant Recipient.
- 8.2 Unless otherwise agreed, the Parties shall discuss the preliminary financial report for the previous year, as well as the implementation plan and budget for the upcoming period (re: 6.1 d). In the event that the preliminary financial report has not been received at least two weeks before the meeting, the Parties shall agree upon a new date to hold the meeting.
- 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 draft minutes to MFA no later than two weeks after the meeting for comments. The agreed minutes shall be signed by both Parties.
- 8.4 The Parties may hold informal meetings if and when required during the Support Period.

## 9 REVIEWS AND OTHER FOLLOW-UP MEASURES

- 9.1 An end-term review focusing on results achieved in humanitarian objective of the project shall be carried out by June 2021. The Grant Recipient shall draft the terms of reference for the review and submit them to the other Party for approval. The costs of the review shall be covered by MFA over and above the Grant.
- 9.2 If the Grant Recipient or another interested party initiates a review or evaluation of activities wholly or partly funded by the Grant, MFA shall be informed. The Grant Recipient shall forward a copy of the report of any such review or evaluation to MFA 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.
- 10.2 The ICRC carries out procurements in accordance with their standard procurement policy and procedures.

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## 11 REPAYMENT OF INTEREST AND UNUSED FUNDS

- 11.1 Interest accrued on the Grant in the Grant Recipient's own bank account during the course of a year shall be repaid to MFA by 31 January the following year. If the Grant Recipient receives several grants from MFA, 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. Interest accrued on the Grant in the bank account of cooperating partners shall be treated as Project income and specified in the financial statements.
- 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 MFA 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:
- |                               |                                       |
|-------------------------------|---------------------------------------|
| Name of the account:          | Norwegian Ministry of Foreign Affairs |
| Account no.:                  | 7694.05.12618                         |
| IBAN no.:                     | NO8376940512618                       |
| Name and address of the bank: | DNB ASA, 0021 Oslo, Norway            |
| Swift/BIC code:               | DNBANOKK                              |
- 11.4 The transaction shall be clearly marked: "Unused funds" or "Interest". The name of the Grant Recipient shall be stated, along with MFA's agreement number and agreement title.

## 12 SPECIAL PROVISIONS

- a) As a result of a new Humanitarian Strategy to be adopted by the MFA in 2018, the volume and orientation of the Project may need to be amended during the Support Period. If relevant, the MFA will notify the Grant Recipient of the required amendments, and the Grant Recipient shall provide an updated budget and results framework. Any such amendments shall be formalised through an addendum to the Agreement.
- b) The following shall be added to article 2 of the General Conditions: "Gender disaggregated data shall be provided where relevant."
- c) General Conditions article 12 clause 2 d) shall read as follows: "changes to the Project's budget that imply reallocation of more than 10% between country allocations, or 30% between sub-projects within a country. Administration cost shall be included when determining the relative size of a reallocation.
- 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) The following shall be added to article 9.2 of the General Conditions: "In the event MFA uses the intellectual property, it shall acknowledge the Grant Recipient as the owner of the intellectual property rights."
- f) The following shall be added to article 22.1 of the General Conditions: "the Grant Recipient reserves its right to not use the MFA logo, in publications and other materials where the Grant Recipient deems that such usage may compromise the safety and security of its personnel or operations in a given context or where such usage may compromise the Grant Recipient's neutrality."



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- g) General Conditions article 11.2 c) shall be amended as follows: " If the cooperating partner is an entity from the Red Cross and Red Crescent Movement, as set forth in the Statutes of the International Red Cross and Red Crescent Movement of 1986 article 1, the cooperating partner shall accept the choice of law in article 24.1 and settlement of disputes provisions in article 24.2 and 24.4 b) of the General Conditions in relation to any disputes arising between the cooperating partner and MFA"
- h) The following shall be added to article 6 of the Procurement Conditions: "The Grant Recipient reserves its right not to publish the Procurement Notice (as per chapter 6 of part III of this Agreement) where the Grant Recipient deems that publication may compromise the safety and security of its personnel or operations in a given context, or where such publication may compromise the Grant Recipient's neutrality. The IFRC and the ICRC, as international organisations using pre-approved and authorised suppliers, will follow their own standards for publication of procurement notices and national/international tendering in line with their EU approved standards."
- i) General Conditions article 8.3 shall be replaced with the following "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 repaid as unused funds at the end of the Support Period."
- j) General Conditions article 9.1 shall be amended as follows: "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 or its cooperating partner. However, significant use of such equipment, consumables and intellectual property rights for purposes outside the Project shall be subject to the MFA's prior approval, as outlined in Article 12 of the General Conditions."

### 13 NOTICES

- 13.1 All communication to MFA concerning the Agreement shall be directed to the Section for Humanitarian Affairs at the following address/e-mail address: [Seksjon.for.humanitaere.sporsmal@mfa.no](mailto:Seksjon.for.humanitaere.sporsmal@mfa.no) All communication to the Grant Recipient concerning the Agreement shall be directed to Ida Haugen-Poljac at the following address/e-mail address: [Ida.Haugen-Poljac@redcross.no](mailto:Ida.Haugen-Poljac@redcross.no).
- 13.2 MFA'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:

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Date: 10/4 2018



for the Norwegian Ministry of Foreign Affairs,

Leni Stenseth

Director

Humanitarian Section



for the Norwegian Red Cross,

Tørris Jæger

International Director

International Programmes and Preparedness

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 MINISTRY OF FOREIGN AFFAIRS**

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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 MFA'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. MFA'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 achieved results by the Project.

#### **5 AUDIT**

5.1 If an audit of the Project's financial statements is required pursuant to the Specific Conditions, the audit shall be carried out by an independent chartered/certified or state-authorised public accountant (auditor).

5.2 MFA reserves the right to approve the auditor, and may require that the auditor shall be replaced if MFA 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 MFA 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 MFA 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 MFA 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 Accounts and expenditures relating to the Project must be easily identifiable and verifiable, either by using separate accounts for the Project or by ensuring that Project expenditure can be easily identified and traced within the general accounting- and bookkeeping systems. 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 MFA'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 MFA.
- 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 MFA 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 MFA's prior approval, as outlined in Article 12 of the General Conditions.

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

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

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

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- 9.2 MFA shall have a non-exclusive and royalty-free license to use all intellectual property rights procured or developed by the use of the Grant. MFA 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 MFA. 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 MFA 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 MFA about the remaining equipment and goods that have been purchased by use of the Grant. The MFA 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 MFA 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 MFA.
- 10.2 If MFA has approved a purchase or construction of real property, the Grant Recipient and MFA 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 MFA 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 MFA. MFA 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, MFA 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 MFA is entitled to claim repayment from the Grant Recipient, and the cooperating partner shall accept that MFA 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 MFA.

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 MFA.

11.5 The Grant Recipient shall remain fully responsible towards MFA 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 MFA'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 MFA'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 MFA 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 MFA 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. MFA 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 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 MFA immediately of any indication of financial irregularities in or related to the Project. The Grant Recipient shall provide MFA 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 MFA in accordance with MFA's guidelines for handling suspicion of financial irregularities. The Grant Recipient shall cooperate fully with MFA's investigation and follow-up. If requested by MFA, the Grant Recipient shall initiate prosecution and/or apply other sanctions against persons or entities suspected of financial irregularities.

15.6 MFA 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 Project.

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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 MFA.

## **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, MFA may suspend disbursement of all or part of the Grant.
- 17.2 In the event of material breach of the Agreement, MFA 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 MFA 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 MFA,
  - 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 MFA immediately of any circumstances that may indicate or lead to a breach of Agreement, and shall provide MFA with any information or documentation it may reasonably require in order to determine if a breach of the Agreement has occurred.
- 17.5 MFA may also suspend disbursements or terminate the Agreement with immediate effect if a material breach of another agreement between MFA 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 MFA.
- 18.4 The Grant Recipient shall submit a final report to MFA 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 MFA 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 MFA, 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 thereof. 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 MFA 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. MFA 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 MFA 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 MFA. 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 MFA's support to the Project in all publications and other materials issued in relation to the Project. MFA's logotype will be provided by MFA upon request. All use of MFA's logotype must be approved by MFA.

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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 MFA 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 MFA 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 MINISTRY OF FOREIGN AFFAIRS

### 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 Ministry of Foreign Affairs (MFA). Stricter rules may supplement the compulsory minimum rules set forth in this Part III.
- 1.2 The MFA 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 MFA funding and may lead to withholding funds or claim for repayment in accordance with article 17 of the General Conditions (Part II) of this Agreement.
- 1.4 Contracts shall not be split artificially to circumvent the procurement thresholds. All monetary amounts referred to in this Part III are amounts excluding value-added tax (VAT).
- 1.5 The procurement provisions shall also apply to any procurements to be carried out by the Grant Recipient's cooperation partners or others. The Grant Recipient shall be responsible for compliance as per article 11 of the General Conditions (Part II) of this Agreement regardless of whether the procurement is carried out by the Grant Recipient itself or its cooperation partners or others.
- 1.6 Sections 1 to 4 set out rules, which shall apply to all contracts. Sections 5 to 6 contain specific rules for service, supply and works contracts. Section 7 lists the situations where a negotiated procedure without prior publication is permitted.

### 2 BASIC PRINCIPLES

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

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- 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 the MFA, the Grant Recipient shall deliver its written record to the MFA and grant the MFA 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 the MFA;
- 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 MFA so requires.

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NORCROSS' BUDGETS 2018 - 2020

Annex	Country	ACTIVITY NAME	Thematic	ACTUAL MFA GRANT 2018 (inc.admin)	BUDGETED MFA GRANT 2019 (inc.admin)	BUDGETED MFA GRANT 2020 (inc.admin)	GRAND TOTAL BUDGETED MFA GRANT 2018-2020 (inc.admin)
1	Syria	Syria Emergency health, watsan	Health DRM	25 000 000	25 000 000	25 000 000	75 000 000
2	Lebanon	Lebanon Health & WASH	Health	11 000 000	11 000 000	11 000 000	33 000 000
4	Kenya	Kenya Refugees Dadaab	Health	5 000 000	5 000 000	5 000 000	15 000 000
5	Somalia	Somalia Kisaney Hospital	Health	5 000 000	5 000 000	5 000 000	15 000 000
6	South Sudan	South Sudan, First Aid IP	Health	6 500 000	6 500 000	6 500 000	19 500 000
7	Mali	Mali DRR/CCA	DRM Health	4 500 000	4 500 000	4 500 000	13 500 000
8	Nigeria	Nigeria FD ICRC	NSD	3 500 000	3 500 000	3 500 000	10 500 000
9	Afghanistan	Afghanistan med.log & services	DRM Health Pro	4 000 000	4 000 000	4 000 000	12 000 000
9	Afghanistan	Afghanistan health	Health	12 000 000	12 000 000	12 000 000	36 000 000
9	Afghanistan	Afghanistan health, ICRC	Health	8 000 000	8 000 000	8 000 000	24 000 000
10	Pakistan	Pakistan school safety	DRM Protection	6 000 000	6 000 000	6 000 000	18 000 000
11	Myanmar	Myanmar health & DRM	Health DRM	4 500 000	4 500 000	4 500 000	13 500 000
12	North Korea	North Korea Health, DM	Health DRM	5 000 000	5 000 000	5 000 000	15 000 000
13	Colombia	Colombia mobile health CRCS	Health	4 200 000	4 200 000	4 200 000	12 600 000
14	Health	Health Care in Danger (HCID)	Protection	6 000 000	6 000 000	6 000 000	18 000 000
15	Americas	Urban Violence	Protection Health	13 400 000	13 400 000	13 400 000	40 200 000
16	Protection	Sexual and Gender based violence	Protection	3 000 000	3 000 000	3 000 000	9 000 000
17	Protection	Protection from weapons	Protection	2 250 000	2 250 000	2 250 000	6 750 000
19	Protection	National Societies role in Protection	Protection	2 650 000	2 650 000	2 650 000	7 950 000
20	Protection	Protection of schools, access to education	Protection	1 000 000	1 000 000	1 000 000	3 000 000
21	DRR	WASH	Health	2 000 000	2 000 000	2 000 000	6 000 000
22	Health	Health in Emergencies & Com.Based.Surveillance	Health	11 300 000	11 300 000	11 300 000	33 900 000
23	DRR/DM	Logistics	DRM	3 700 000	3 700 000	3 700 000	11 100 000
24	DRR/DM	Emergency Response Units (ERUs)	DRM	4 200 000	4 200 000	4 200 000	12 600 000
25	DRM	Specialized surge capacity IFRC/ICRC/NS	DRM	700 000	700 000	700 000	2 100 000
26	Global	Glob & reg emerg. mngt. & response	DRM	13 000 000	13 000 000	13 000 000	39 000 000
27	DRM	Recovery	DRM	2 500 000	2 500 000	2 500 000	7 500 000
28	DRM	Global standards DRR, Disaster Law, Security	DRM	3 000 000	3 000 000	3 000 000	9 000 000

NORCROSS' BUDGETS 2018 - 2020

Annex	Country	ACTIVITY NAME	Thematic	ACTUAL MFA GRANT 2018 (inc.admin)	BUDGETED MFA GRANT 2019 (inc.admin)	BUDGETED MFA GRANT 2020 (inc.admin)	GRAND TOTAL BUDGETED MFA GRANT 2018-2020 (inc.admin)
29	Crosscutting	Cash Assistance	Crosscutting	3 300 000	3 300 000	3 300 000	9 900 000
30	East Afr.	Eastern Africa DRR comm.engag & accountability	DRM	3 000 000	3 000 000	3 000 000	9 000 000
31	Protection	Gender and diversity	Crosscutting	1 300 000	1 300 000	1 300 000	3 900 000
32	Crosscutting	Innovation, incl. localisation of aid	Crosscutting	2 500 000	2 500 000	2 500 000	7 500 000
-	Agreement	Results management, learning & evaluation	Crosscutting	1 500 000	1 500 000	1 500 000	4 500 000
-	Agreement	CA Management/Coordination	Crosscutting	1 600 000	1 600 000	1 600 000	4 800 000
-	Crosscutting	Fraud & corruption, risk management	Crosscutting	1 400 000	1 400 000	1 400 000	4 200 000
33	Agreement	Tripartite cooperation	Crosscutting	2 500 000	2 500 000	2 500 000	7 500 000
<b>TOTALS ANNUAL + GRAND TOTAL</b>				<b>190 000 000</b>	<b>190 000 000</b>	<b>190 000 000</b>	<b>570 000 000</b>

Of which total net admin. 6.5% each year, equaling	11 596 244	11 596 244	11 596 244	34 788 732
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# NorCross' results framework 2018-2020\*

Society objective

(S1 & S3): Reduce the vulnerability of communities and prevent loss of human life

Humanitarian objectives

Ensure basic needs are met, and improve the health of the most vulnerable people affected by **conflict and protracted crisis**

Improve national, regional and global disaster preparedness and response systems to **acute disasters**, and ensure coordinated recovery from **large-scale disasters**

Outcomes

Vulnerable people have improved access to services

Vulnerable people have improved knowledge and practices

RCRC has strengthened national, regional and global disaster preparedness capacity

Affected people benefit from effective RCRC emergency health and WASH response

Affected people benefit from RCRC settlement based recovery support

Sub-outcomes

Improved access to water, sanitation and hygiene

Improved practices related to water, sanitation and hygiene

Strengthened funding mechanisms

Affected people have improved access to water, sanitation and hygiene

Strengthened owner-driven shelter

Increased access to primary health services

Improved knowledge and practices related to health

Strengthened human resources capacity

Affected people have increased access to primary health services

Strengthened WASH/primary health prevention

Improved access to secondary health services

Strengthened logistics (national, regional, global and NorCross)

Affected people have improved access to secondary health services

Affected people have improved access to secondary health services

Vulnerable people receive relief items

Strengthened regional institutional preparedness to identified hazards most likely to trigger L2 and L3 emergencies

Affected people receive relief items

Enabling objectives

Improve Financial Development, Resource Mobilisation and PMER  
Target Group: *Partner National Societies*

Strengthen humanitarian diplomacy and development of RCRC Movement policy  
Target Group: *Norwegian authorities and public, RCRC Movement, donors*

Increase funding and strengthen external partnerships  
Target Group: *Public & private donors and partners*

Sub-outcomes

NS' financial- management and - resources enables efficient and effective humanitarian results

NS' results-based management enables efficient and effective humanitarian results

\* NorCross has recently adopted a revision of its International Strategy 2015-2020. This revision entails amendments to NorCross' the results framework, which is currently ongoing. Considering these ongoing revisions NorCross presents to MFA a draft results framework. Explanations to the abbreviations are found on page 2.

# Explanations

- S1 & S3: Society goals in Norwegian Red Cross' strategy map for domestic and international work.
- PMER: Planning, Monitoring, Evaluation and Reporting
- WASH: Water, Sanitation and Hygiene
- NS: National Society





## AGREED PROGRAMME SUMMARY GLOBAL COOPERATION AGREEMENT 2018 - 2020

The overall goal of the Global Cooperation Agreement (GCA) 2018 – 2020 between the Norwegian Ministry of Foreign Affairs (MFA) and the Norwegian Red Cross (NorCross) is **to reduce the vulnerability of local communities and to prevent loss of life**. To achieve this overall goal, NorCross will work to *ensure basic needs are met, and improve the health of, the most vulnerable people affected by conflict and protracted crisis*. Furthermore, NorCross will work to *improve national, regional and global disaster preparedness and response systems to acute disasters and ensure coordinated recovery from large-scale disasters*.

With the support from the MFA, NorCross will implement projects with National Societies, the International Federation of Red Cross and Red Crescent societies (Federation) and the International Committee of the Red Cross (ICRC) within the thematic areas of **Protection, Health and Disaster Risk Management**.

NorCross will support humanitarian efforts within health, protection and disaster risk management through implementing country specific efforts in Somalia, Kenya, South Sudan, Nigeria, Mali, Afghanistan, Pakistan, Myanmar, North Korea, Syria, Lebanon and Colombia. Additionally, NorCross will support humanitarian efforts within health, protection and disaster risk management through implementing projects with a global scope, where the geographic focus on country or region is decided by the relevance of the humanitarian need. All projects with a global scope have humanitarian impact at country or regional level, as exemplified in the proposals attached to the application. In accordance with its mandate to promote respect for international humanitarian law, NorCross seeks to contribute to the collective efforts of the Red Cross Red Crescent (RCRC) Movement towards increasing the protection of civilians and populations at risks, as well as critical services and humanitarian workers. Furthermore, NorCross will provide effective emergency health response as a key operational outcome, and contribute to strengthen its global and regional preparedness, response and recovery to acute disasters. To enhance the quality of all operational activities, NorCross seeks support to develop tools and ensure best technical standards and results focus, within areas such as cash assistance, engagement and accountability to affected populations, gender and diversity, and humanitarian innovation. Lastly, NorCross seeks support to manage the Cooperation Agreement, strengthen project management methodology, and to improve the management of fraud and corruption or integrity issues.

## **HUMANITARIAN OBJECTIVE 1**

### **1. GOAL**

**Ensure basic needs are met, and improve the health of, the most vulnerable people affected by conflict and protracted crisis.**

To reach the goal NorCross will prioritize contexts affected by conflict and protracted crisis, given the scope and scale of unmet humanitarian needs, and the added value of National Societies with access in conflict-affected communities.

NorCross results framework<sup>1</sup> for its international work related to humanitarian objective 1 is attached as annex B to the Grant Agreement.

### **2. APPROACH**

The geographic focus under humanitarian objective 1 is the most vulnerable regions -- mainly Sahel, Horn of Africa, Middle East, Afghanistan, Pakistan, North Korea and Myanmar.

There are two mechanisms for cooperation under humanitarian objective 1.

- i. Support to National Societies to strengthen their response to humanitarian needs in their own countries.<sup>2</sup>
- ii. Support to ICRCs humanitarian action in line with the existing Partnership Framework Agreement between ICRC and NorCross<sup>3</sup> and the Memorandum of Understanding between MFA, ICRC and NorCross.<sup>4</sup>

To ensure a focused and critical selection of beneficiaries, NorCross' support will be targeting the most vulnerable groups and individuals in each context based on humanitarian needs analysis, including gender and diversity considerations.

NorCross programmatic focus in armed conflict and protracted crisis is improved health -- reduced excess mortality and morbidity -- of the most vulnerable people. This is comprised of two complementary approaches, provision of quality health and WASH services and community-based activities focusing on improved knowledge and practices.

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<sup>1</sup> NorCross has recently adopted a revision of its International Strategy 2015-2020. This revision entails amendments to NorCross' results framework, which is currently ongoing. Considering these ongoing revisions, NorCross presents to MFA a draft results framework at outcome and sub-outcome level. All projects included in the MFA application are linked to the results framework, and each project will contribute with indicator data to the results framework when these are finalized. The results framework depicts NorCross' overall international society objectives, humanitarian objectives, outcomes, sub-outcomes and enabling objectives.

<sup>2</sup> NorCross' support can be provided directly, through another Partner National Society, or through the Federation.

<sup>3</sup> 2017-2022

<sup>4</sup> This entails NorCross human resources seconded to the ICRC.

To enable National Societies to reach people in need the programs are strengthened by mainstreaming protection and gender, and through strengthening the National Societies' financial development and volunteer management.

### 3. OUTCOMES<sup>5</sup>

*Outcome: Vulnerable people have improved access to services*

- Sub-outcome: Improved access to water, sanitation and hygiene
- Sub-outcome: Increased access to primary health services
- Sub-outcome: Improved access to secondary health services
- Sub-outcome: Vulnerable people receive relief items

*Outcome: Vulnerable people have improved knowledge and practices*

- Sub-outcome: Improved practices related to water, sanitation and hygiene
- Sub-outcome: Improved knowledge and practices related to health

### 4. PROGRAMME COMPONENTS

**Middle East:** The dire humanitarian situation will persist and mutate in the coming years. NorCross' ambition is excellence in community and emergency health, and water and sanitation. In Syria, NorCross focuses its support on relief to besieged and hard-to-reach areas, as well as interventions for maintenance and repair of water and sanitary facilities to address both emergencies and early recovery needs. In Lebanon, NorCross' health experts work with national partners to enhance the health response to displacement affected populations to alleviate immediate needs and mitigate system wide collapse.

Country	Project	Application annex	Thematic	Annual budget <sup>6</sup>
Syria	WASH rehabilitation and assistance to besieged cities	Annex 11.1	Health DRM	25 000 000
Lebanon	Emergency Health and WASH to displacement affected areas	Annex 11.2	Health	11 000 000
<b>Total NOK Middle East</b>				<b>36 000 000</b>

**Africa:** Regionally, NorCross will expand its work on the Horn of Africa and scale up efforts to address acute needs in parts of Sahel. This will happen through health and WASH service provision to conflict affected populations, with special focus on children and women. In Somalia, NorCross plans to scale up its role as a partner in treatment and rehabilitation of war wounded and provide health trough

<sup>5</sup> NorCross has recently adopted a revision of its International Strategy 2015-2020. This revision entails amendments to NorCross' results framework, which is currently ongoing. Considering these ongoing revisions, NorCross presents to MFA a draft results framework at outcome and sub-outcome level. NorCross will share a final version of the results framework with MFA once the revision has been completed. The finalised results framework will replace Annex B to the Grant Agreement.

<sup>6</sup> Budgets include 6.5% administrative support

stationary and mobile clinics. In Kenya, focus is water and sanitary services along with disaster readiness in draught-prone communities. In South Sudan, community health operations will be scaled up and complemented by targeted action to control epidemics and reduce excess morbidity and mortality more broadly. In Sahel – with a focus on Mali and Nigeria - focus will be on strengthening the capacity to build community resilience in the face of chronic food insecurity and lack of necessities of life.

Country	Project	Application annex	Thematic	Annual budget <sup>7</sup>
Kenya	Health for displacement affected communities in Dadaab	Annex 11.4	Health	5 000 000
Somalia	Health and rehabilitation at Fistula clinic, Keysaney hospital	Annex 11.5	Health	5 000 000
South Sudan	Development of national first aid network, with the ICRC	Annex 11.6	Health	6 500 000
Mali	Health and resilience in vulnerable communities	Annex 11.7	Health, DRM	4 500 000
Nigeria	Building capacity to scale up humanitarian action	Annex 11.8	NSD	3 500 000
<b>Total NOK Africa</b>				<b>24 500 000</b>

**Asia:** The chronic crisis is persisting in Afghanistan and pockets of Pakistan and Myanmar. In Afghanistan, NorCross will retain and strengthen support to health centres in hard to reach areas and consolidate the cooperation in medical logistics management. In both Afghanistan and Pakistan, resources are invested in improving access to basic services for women and girls, with an emphasis on protection measures to ensure access to safe education and health. In Myanmar, NorCross, through the Federation, will focus on health and other humanitarian needs emerging in the context of sectarian and communal violence in Rakhine, Kachin and Shan states. Additionally, in DPRK, NorCross continue to support DPRK Red Cross' integrated disaster management through the Federation.

Country	Project	Proposal annex	Thematic	Annual budget <sup>8</sup>
Afghanistan	Humanitarian service delivery to the most vulnerable	Annex 11.9	Health, DRM, protection	4 000 000
Afghanistan	Mobile and primary health teams in difficult access areas	Annex 11.9	Health	12 000 000
Afghanistan	Emergency health and rehab. in combat areas, with ICRC	Annex 11.9	Health	8 000 000
Pakistan	Improved safety for schools, with the Federation	Annex 11.10	DRM, Protection	6 000 000
Myanmar	Resilience and emergency assistance in Rakhine province	Annex 11.11	Health DRM	4 500 000
North Korea	WASH and DRM for vulnerable communities	Annex 11.12	Health, DRM	5 000 000
<b>Total NOK Asia</b>				<b>39 500 000</b>

<sup>7</sup> Budgets include 6.5% administrative support

<sup>8</sup> Budgets include 6.5% administrative support

**Americas:** In Colombia, NorCross will ensure that the programmes are linked to the ongoing peace and integration process, thus proposing service delivery to confined areas, targeting vulnerable women and girls, as well as ethnic minorities.

Country	Project	Proposal annex	Thematic	Annual budget <sup>9</sup>
Colombia	Health assistance to confined areas to support peace process	Annex 11.13	Health	4 200 000
<b>Total NOK Americas</b>				<b>4 200 000</b>

**Protection:** The RCRC Movement's role and added value in protection stems from its mandate to promote respect for international humanitarian law, combined with its local presence. NorCross will contribute to RCRC efforts towards increasing the protection of civilians at risks with a global scope, but with a thematic and geographic focus.

NorCross' application seeks funding for supporting the ICRC in strengthening NS capacity in protection mainstreaming and for the protection in five specific areas: safer access to and safer delivery of health care (*Health Care in Danger*); mitigating the humanitarian consequences of organized urban violence;<sup>10</sup> addressing sexual violence; protection of schools and access to education; and protection from weapons.

To address **sexual and gender-based violence**, NorCross and its partners already have well established on-going programmes on disaster risk management, health and WASH, thus the approach will be based on integrating and scaling up SGBV components (response and prevention activities) in existing programmes, in addition to working with arms carriers.

NorCross will implement the following protection initiatives in complementarity and support of humanitarian objective one:

Geographical focus	Project	Application annex	Thematic	Annual budget <sup>11</sup>
Global scope with focus on seven countries <sup>12</sup>	Safer access to and safer delivery of health care (HCiD)	Annex 11.14	Protection	6 000 000
Global scope with focus on three countries <sup>13</sup>	Urban organized violence and humanitarian action	Annex 11.15	Protection Health	13 400 000

<sup>9</sup> Budgets include 6.5% administrative support

<sup>10</sup> NorCross will capitalize on its strong partnerships with National Societies and the ICRC to consolidate global models of intervention for urban violence. Americas is the testing ground in this effort, focusing on improving access to health and education services in urban areas affected by organized armed violence, and where Red Cross can facilitate the re-establishment of public services to the worst areas while also ensuring minimum service provision.

<sup>11</sup> Budgets include 6.5% administrative support

<sup>12</sup> Afghanistan, Libya, Somalia, Colombia, El Salvador, Honduras and Lebanon. The rationale behind the geographic focus is explained in the application annexes.

Global scope	Sexual and Gender Based Violence	Annex 11.16	Protection	3 000 000
Global scope, focus on selected countries	Protection from Weapons	Annex 11.17	Protection	2 250 000
Global scope with focus on selected countries	Strengthening National Societies role in Protection	Annex 11.19	Protection	2 650 000
Global scope with focus on selected countries	Protection of schools and access to education	Annex 11.20	Protection	1 000 000
<b>Total NOK Protection</b>				<b>28 300 000</b>

## **HUMANITARIAN OBJECTIVE 2**

### **1. GOAL**

**Improve national, regional and global disaster preparedness and response systems to acute disasters and ensure coordinated recovery from large-scale disasters.**

NorCross will contribute to effective regional and global disaster readiness. This will also entail support to National Societies in selected disaster-prone countries, focusing on building preparedness and response capacity to acute disasters.

NorCross results framework<sup>14</sup> for its international work related to humanitarian objective 2 is attached as annex B to the Grant Agreement.

### **2. APPROACH**

The geographic focus under humanitarian objective 2 follows natural hazards which recurrently cause the most damage and where there is a gap in the RCRC responses. This entail a significant investment in regional preparedness and response in Africa and Asia, and a more modest contribution to Americas and Middle East (MENA).

There are two mechanisms for cooperation in this context: 1) NorCross invests in Federation-led regional and global RCRC capacities to prepare for and respond to acute disasters. 2) NorCross responds directly to disasters and their aftermaths, in coordination with the National Society and the Federation.<sup>15</sup>

<sup>13</sup> Colombia, Honduras and El Salvador. The rationale behind the geographic is explained in the application annexes.

<sup>14</sup> NorCross has recently adopted a revision of its International Strategy 2015-2020. This revision entails amendments to NorCross' results framework, which is currently ongoing. Considering these ongoing revisions, NorCross presents to MFA a draft results framework at outcome and sub-outcome level.

<sup>15</sup> In these situations, NorCross may deploy under the auspices of the Federation, the ICRC, or the HNS.

NorCross programmatic focus to improve disaster management is two-prong: First, strengthen the Federations regional and global preparedness and response to health emergencies and other disasters by investing in RCRC disaster management capacity and scale up the use of new technologies, including cash modalities and disease surveillance. Second, NorCross specialised response capacity will be enhanced by developing the existing Emergency Response Unit (ERU) in emergency health and building a specialised surge capacity to be deployed in response to acute disasters.

### 3. OUTCOMES<sup>16</sup>

*Outcome: RCRC has strengthened national, regional and global disaster preparedness capacity*

- Sub-outcome: Strengthened funding mechanisms
- Sub-outcome: Strengthened human resources capacity
- Sub-outcome: Strengthened logistics (national, regional, global and NorCross)
- Sub-outcome: Strengthened regional institutional preparedness to identified hazards most likely to trigger L2 and L3 emergencies

*Outcome: Affected people benefit from effective RCRC emergency health and WASH response*

- Sub-outcome: Affected people have improved access to water, sanitation and hygiene
- Sub-outcome: Affected people have increased access to primary health services
- Sub-outcome: Affected people have improved access to secondary health services
- Sub-outcome: Affected people receive relief items

*Outcome: Affected people benefit from RCRC settlement-based recovery support*

- Sub-outcome: Strengthened owner-driven shelter
- Sub-outcome: Strengthened WASH/primary health prevention

### 4. PROGRAMME COMPONENTS

NorCross' work under humanitarian objective two consists of two main components: 1) NorCross' surge capacity and 2) RCRC preparedness, response and recovery to acute disasters.

The first main component under humanitarian objective 2 is **NorCross surge capacity**, which comprises three main elements. First, *Emergency Response Unit* readiness. NorCross will provide effective emergency health response as the main operational outcome. NorCross has developed a health response system in line with RCRC Movement best practices and guidelines (Emergency Response Units - ERU) to ensure that stand-by capacity (delegates) match the increased demands for specialized skills. The

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<sup>16</sup> NorCross has recently adopted a revision of its International Strategy 2015-2020. This revision entails amendments to NorCross' results framework, which is currently ongoing. Considering these ongoing revisions, NorCross presents to MFA a draft results framework at outcome and sub-outcome level. NorCross will share a final version of the results framework with MFA once the revision has been completed. The finalised results framework will replace Annex B to the Grant Agreement.

ERU capacity will be further developed with the development and application of competency frameworks used in recruitment, training and deployment of staff. In complementarity to ERU capacity, NorCross will ensure a stock of equipment (logistics) to respond to acute disasters and maintain its expertise in WASH services. Second, *Public Health in Emergency* disease surveillance with a focus on epidemics and pandemics. To detect and manage health risks in emergencies, NorCross will invest in public health in emergencies expertise, and continue developing a digital, community-based surveillance (CBS) system, methodology and technology. Third, NorCross will strengthen and expand the organization's *specialised surge capacity*, to respond to sudden onset disasters and protracted crisis. In 2018, NorCross will work to develop and prepare the concept of establishing a pool of specialised global surge delegates who in addition to their core technical competence have leadership and management competencies for emergency response in complex environments. NorCross aims to operationalise this in 2019 by seeking to expand the GCA frame. Once operationalised, the team will constitute NorCross' front-line emergency surge support and engage both at an operational and strategic level.

These interventions have a global scope, but deployments will always take place in emergencies in specific countries, currently not possible to predict.

Geographical focus	Project	Proposal annex	Thematic	Annual budget <sup>17</sup>
Global scope, emergency-based focus	Emergency Response Units: Preparedness for deployments.	Annex 11.24	DRM	4 200 000
	Logistics. This contributes to ERU preparedness.	Annex 11.23	DRM	3 700 000
	WASH. This contributes to ERU preparedness.	Annex 11.21	Health	2 000 000
Global scope, emergency based focus	Public Health in Emergencies (PHiE) and Community Based Surveillance (CBS)	Annex 11.22	Health	11 300 000
Global scope, emergency based focus	Specialised surge capacity	Annex 11.25	DRM	700 000
<b>Total NOK</b>				<b>21 900 000</b>

The second main component under humanitarian objective 2 is **RCRC preparedness, response and recovery to acute disasters** strengthens RCRC Movements disaster preparedness and response mechanisms globally, and in two regions: Africa and Asia.

Globally, this project seeks to improve capacity to prepare for and respond to mega-disasters, which occurrence and severity is impossible to predict accurately. Typically, these scenarios include Level 3 emergencies and large disasters requiring a system-wide response.

<sup>17</sup> Budgets include 6.5% administrative support



Regionally, in Africa, this proposal will strengthen the regional disaster preparedness and response capacity to ensure impact and minimize risks. This means that the Federation will have the needed capacities to work alongside African National Societies to address unfolding crisis. In Asia, where 85 per cent of all people affected by natural disasters live, NorCross will strengthen the RCRC Movement urban settlement preparedness and response, as well as NorCross own ability to prepare for and manage major hazards such as flooding and typhoons. Notably, NorCross will promote learning from ongoing crisis and develop improved ways of enabling recovery through use of cash modalities.

Geographical focus	Project	Proposal annex	Thematic	Annual budget <sup>18</sup>
Global scope with focus on Africa and Asia	Global RCRC Movement emergency management and response capacity	Annex 11.26	DRM	3 000 000
	Africa RCRC Movement emergency management and response capacity	Annex 11.26	DRM	6 000 000
	Asia RCRC Movement emergency management and response capacity	Annex 11.26	DRM	4 000 000
Global scope with focus on Asia	NorCross and RCRC recovery preparedness and settlement-based recovery operations	Annex 11.27	DRM	2 500 000
<b>Total NOK</b>				<b>15 500 000</b>

## **ENABLING OBJECTIVES**

In the agreement period, to achieve the overall goal *to reduce the vulnerability of local communities and to prevent loss of life*, and the two above-mentioned humanitarian objectives, the GCA supports the enabling environment, through the below projects.

### **1. QUALITY OF PROGRAMS - TECHNICAL STANDARDS**

This area comprises where NorCross contributes to global standards and specific areas where NorCross is responsible for global standards and best practices.

<sup>18</sup> Budgets include 6.5% administrative support

Contribution to RCRC global standards, when specialized competencies are delegated within RCRC Movement to others, NorCross will contribute to the following priority areas: Disaster law - which enables better domestic and international responses to emergencies – and security.

NorCross' (co)responsibilities include RCRC's capacity to deliver cash assistance, enhancing Community Engagement and Accountability, an approach that integrates communication and participation of communities throughout the programme cycle or operation. Another such area for NorCross is contributing to strengthen needs analysis, by investing in gender and diversity mainstreaming.

There is increased focus on **innovation** within the humanitarian sector, and significant potential for new ideas and developments. NorCross proposes to invest in support-mechanisms for field-based innovation, prepare for scaling up selected tools and increase direct funding to selected National Societies. The investment will support and complement other proposals that develop new technical and digital solutions and approaches including Community Based Surveillance, Digital VCA, Community Engagement and Accountability, and Cash Assistance Programming.

Geographic focus	Project	Proposal annex	Thematic	Annual budget <sup>19</sup>
Global scope	Contribution to Federation global standards in Security and Disaster Law <sup>20</sup>	Annex 11.28	DRM, Health	3 000 000
Global scope with focus on six countries <sup>21</sup>	Contribution to RCRC capacity to deliver cash assistance	Annex 11.29	Crosscutting	3 300 000
Global scope with focus on Africa partners countries	Contribution to RCRC best practices in Community Engagement and Accountability (CEA) <sup>22</sup>	Annex 11.30	DRM	3 000 000
Global scope with focus on Africa	Contribution to RCRC best practices in gender and diversity mainstreaming	Annex 11.31	Crosscutting	1 300 000
Global scope with focus on four partner countries <sup>23</sup>	Contribution to humanitarian innovation, including localisation of aid	Annex 11.32	Crosscutting	2 500 000
<b>Total NOK</b>				<b>13 100 000</b>

<sup>19</sup> Budgets include 6.5% administrative support

<sup>20</sup> The institution responsible for this is the Federation lawyers and researchers in GVA.

<sup>21</sup> The selection of countries is to be confirmed.

<sup>22</sup> This intervention has a global scope but focuses on Africa.

<sup>23</sup> Preliminary assessment indicates Colombia, Kenya, Pakistan and Palestine. This is TBC.

## 2. QUALITY OF PROGRAMS – SUPPORTING HUMANITARIAN DELIVERIES

This area covers three budgets that support the quality of programs through agreement management, results management, fraud and corruption and risk management. These are complementary functions to support the delivery on GCA 2018 – 2020 humanitarian outcomes.

Firstly, agreement management and coordination, constituting a continuation of support from the GCA 2015 - 2017. The budget covers one NorCross position to manage and coordinate the GCA and donor relations. This includes the running dialogue and information exchange with MFA, as well as internal NorCross coordination related to the GCA, including follow up on the agreement requirements and contractual obligations (herein budgets and reporting).

Further, the budget also covers the work towards documenting and publishing the total impact of international activities in one annual results report. The aim is to better illustrate the results achieved and contribute to improved communication of achievements reached with MFA and Norad support. This includes the process to establish how NorCross can streamline its reporting towards donors, work towards harmonizing reporting requirements, as well as the technical expertise to develop reports for communication purposes.

Secondly, results management and coordination, constituting a continuation of support from the GCA 2015 – 2017. This is conceived around efficiency, effectiveness, relevance and quality. Central to this is the ability to measure expected and unexpected effects of NorCross interventions, to evaluate and learn on strategic level and to apply NorCross' results framework<sup>24</sup> as a tool to focus NorCross' activities and document results. During the agreement period, NorCross' results framework for international activities will be finetuned and implemented. The budget on results management covers NorCross HQ based work related to project management methodology. This includes ensuring a result-based management of NorCross' international portfolio, establishing and further strengthening its methodology around efficiency, effectiveness, relevance and quality. The work encompasses developing and coordinating NorCross systems related to project planning, monitoring, evaluation and reporting, amongst other strengthening its baseline and end-line methodology, strengthening monitoring practices and refining its results framework for strategy implementation.

The budget also finances work related to NorCross' evaluation methodology. This includes contributing to NorCross having a systematic approach to planned and conducted evaluations and ensuring cross-regional and cross-thematic learning from evaluations conducted. The budget will also contribute to strategic evaluations, that will inform the implementation of projects funded through the GCA.

Third and last, recognizing the prevailing risk of fraud and corruption in the contexts where NorCross support programmes, NorCross is committed to reducing this risk and ensuring proper management of

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<sup>24</sup> NorCross' results framework applies for NorCross international portfolio, and is also used in the Cooperation Agreement with Norad (2017-2020). More information on the results framework in Annex 2 to the GCA application and Annex B to the Grant Agreement.

any integrity issues. This budget finances the introduction of one global roaming coordinator position to reduce the risk of fraud and corruption and to improve the management of any fraud and corruption or integrity issues. The roaming coordinator will support NorCross regional and country offices and National Society partners in providing training, as well as improving preventive measures and case detection. Furthermore, the position will provide expert support in the management of any cases detected. This would also include direct follow-up with the MFA and other relevant NorCross back donors.

Budget	Thematic	Annual budget
Results management and coordination	Crosscutting	1 500 000
Agreement management and coordination	Crosscutting	1 600 000
Fraud, corruption and risk management	Crosscutting	1 400 000
<b>Total NOK</b>		<b>4 500 000</b>

In the agreement period, to achieve the two humanitarian objectives, NorCross invests in the Tripartite cooperation with MFA and ICRC.

**Tripartite cooperation – MFA, ICRC and NorCross:** This comprises the intentions under the Memorandum of Understanding (MoU) 2016-2019. The MoU establishes common interest areas and complimentary roles. It facilitates joint efforts towards strategic humanitarian goals. The support under the GCA is provided to work towards the following two objectives, as outline in the MoU:

- Objective: Provide operational support to the ICRC through Emergency Response Units and Rapid Deployment Units
- Objective: Be a strategic partner for MFA and ICRC on issue of common concern

Budget	Thematic	Proposal annex	Annual budget
Tripartite cooperation	Crosscutting	Annex 11.33	2 500 000
<b>Total NOK</b>			<b>2 500 000</b>