

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

GRANT AGREEMENT

BETWEEN

THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION

AND

STRØMMESTIFTELSEN

REGARDING

QZA-23/0188
Strømmestiftelsen-Programme support 2024-2028

PART I: SPECIFIC CONDITIONS

PART II: GENERAL CONDITIONS

PART III: PROCUREMENT PROVISIONS

ANNEX A: BUDGET

ANNEX B: RESULTS FRAMEWORK

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PART I: SPECIFIC CONDITIONS

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

- (1) The Norwegian Agency for Development Cooperation (Norad/the Donor), Dept. For Human Development / Section for Education, and
- (2) Strømmestiftelsen/Strømme Foundation (SF), a foundation duly established in Norway under registration number 952002139 (the Grant Recipient),

jointly referred to as the Parties.

1 SCOPE AND BACKGROUND

- 1.1 The Grant Recipient has submitted an application to Norad dated 28/09/2023 (the Application) regarding financial support to the programme titled “Strømmestiftelsen-Programme support 2024-2028, QZA-23/0188” (the Project). The estimated costs of the Project are indicated in the budget attached as Annex A to this Agreement.
- 1.2 Norad has decided to award a grant to be used exclusively for the implementation of the Project (the Grant). The Parties expect the Project to be implemented during the period from 01/01/2024 to 31/12/2028 (the Support Period).

As discussed in the Annual Meeting 24th January 2024, the Grant includes surplus funds attributable to Norad’s grants to the Grant Recipient’s two micro-finance initiatives Strømme Micro Finance East Africa Ltd (SMFEA) in Eastern-Africa and Strømme Micro Credit Guarantee Ltd (SMCGL) in Sri Lanka as further specified in Section 4. These funds shall thus be incorporated into this Agreement and shall be allocated to the Project and governed by conditions set forth in this Agreement with annexes. All previous agreements between the Parties related to these two micro-finance programmes shall be deemed as null and void. Surplus funds attributable to Norad’s grant to the Grant Recipient’s micro-finance program in Bangladesh is not included in the Grant. **Surplus funds from SF's Bangladesh micro-finance engagement:** The Parties will discuss latest developments, options, and ways to formalize the Norad attributable surplus funds in the Annual Meeting in 2024.

- 1.3 The Parties have agreed to enter into an Agreement, consisting of this part I; Specific Conditions, part II; General Conditions, and part III; Procurement Provisions, all of which form an integral part of this Agreement. In the event of discrepancies between the Specific Conditions and the General Conditions or Procurement Provisions, the Specific Conditions shall prevail.

2 OBJECTIVES OF THE PROJECT

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

The Project’s expected effect(s) on society is to Promote social change, sustainable development, and resilience through access to inclusive quality education, increased incomes and job creation (Impact).

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

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Outcome 1: Marginalised and disadvantaged children and adolescents enjoy inclusive quality education for lifelong learning

Outcome 2: Poor and vulnerable communities have improved livelihoods and resilience through enhanced income generation

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

3 IMPLEMENTATION OF THE PROJECT

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

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

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

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

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

- a) changes to the Project's sources of income,
- b) changes to the result framework or scope of the Project, except minor adjustments at the output level which are necessary to achieve agreed outcomes. Future reports must clearly reflect, explain, and justify all changes made,
- c) reallocations that exceed 20 % of a budget line in the attached overall Project budget, Annex A, except for the country budget lines where 30 % reallocation between countries are allowed.

3.5 Norad may suspend disbursements of the Grant until requested changes have been approved. When changes that are subject to Norad's prior written approval are approved, an updated budget and/or results framework and work plan and statistical classification form as relevant reflecting the changes must be submitted to Norad within six weeks after approval of the changes.

3.6 The Grant Recipient shall submit documentation to Norad when SMCGL has been formally closed with the relevant authorities and other stakeholders in Sri Lanka.

4 THE GRANT

The Grant shall amount to maximum NOK 598 409 545 (Five hundred ninety-eight - million, four hundred nine thousand, five hundred forty-five Norwegian Kroner). The Grant includes already disbursed surplus funds attributable to Norad from SMFEA of NOK 21 427 399 and SMCGL of

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NOK 11 982 146. The Grant Recipient shall make these SMFEA and SMCGL surplus funds available for the Project using the account specified below in section 5.6. The surplus funds will be available for Project use upon signature of this Agreement.

The tentative, annual distribution of the Grant will be as follows. This is in addition to the already disbursed surplus funds attributable to Norad from SMFEA and SMCGL:

2024: 107 621 539 NOK
2025: 114 814 361 NOK
2026: 122 239 636 NOK
2027: 120 259 049 NOK
2028: up to 100 065 415 NOK

The Grant Recipient and Norad may discuss and agree on a revised distribution schedule based on the speed of implementation and availability of funds. If the tentative distribution schedule is significantly altered, the Parties shall revise the work plan and budget correspondingly and if necessary, update the statistical classification form cf. article 6.1 e. The adjustments will not affect the total Grant amount.

- 4.1 Disbursement after the current calendar year is subject to Norwegian Parliamentary appropriations. Significant reductions in the Parliament's annual appropriations may lead to a reduction of the Grant for the relevant budget year and/or of the total Grant amount. If the Grant amount is reduced the Parties shall revise the work plan, budget and results framework and the statistical classification form correspondingly, unless the Grant Recipient secures additional funding from other sources.
- 4.2 The Grant, including accrued interest, shall be used exclusively to finance the actual costs of the implementation of the Project during the Support Period.

At least 10 % of the Project's total direct costs shall be covered by funds that do not originate, directly or indirectly, from Norwegian public funds. This contribution shall be identified in the Project's financial statements.

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

5 DISBURSEMENT

- 5.1 Except for the surplus funds from micro-finance which have been received by the Grant Recipient, the Grant shall be disbursed in advance instalments based on the financial need of the Project for the upcoming period, which shall not exceed six months. The first disbursement shall be made upon signature of the agreement based on the approved Application. The subsequent disbursements shall be made upon Norad's receipt of written disbursement requests from the Grant Recipient, describing the financial need for the period in question. The first disbursement may include approved Project expenses incurred from the start of the Support Period.

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- 5.2 Financial need refers to the budgeted expenditure for the upcoming period, minus any funds available to the Project from all other sources during the same period.
- 5.3 The financial need shall be documented through an updated financial report for the Project and a reference to the latest approved work plan and budget.
- 5.4 The disbursement requests shall be signed by an authorised representative of the Grant Recipient. A confirmation that the Project is being implemented in accordance with the Agreement shall be included in the disbursement request.
- 5.5 All disbursements are conditional upon the Grant Recipient's continued compliance with the requirements of the Agreement, including the timely fulfilment of reporting obligations. Norad may withhold disbursements in accordance with article 18 of the General Conditions if it finds that the requirements of the Agreement have not been met. Except for the Project's first year, the last disbursement each year is subject to Norad's approval of the progress report and financial report.
- 5.6 All disbursements will be made to the following bank account:

Name of the account:	Strømmestiftelsen
Account no.:	3000.32.52597
IBAN no.:	NO1630003252597
Name and address of the bank:	Sparebank Sør, Postboks 200, 4662 Kristiansand
Swift/BIC code:	SPSONO22XXX
Currency of the account:	NOK

6 REPORTING AND OTHER DOCUMENTATION

- 6.1 The following shall be submitted by the Grant Recipient to Norad:
- A **progress report** covering the period from January to December shall be submitted to Norad by 31 May each year. The progress report shall include the content specified in article 2 of the General Conditions. Norad's reporting guidelines shall be followed.
 - A **financial report** covering the period from January to December shall be submitted to Norad by 31 May each year. The financial report shall include the content specified in article 3 of the General Conditions. The final financial report shall cover the entire Support Period and shall be submitted along with the final report referred to in article 6.1 f) of the Specific Conditions.
 - An **audit report** covering the annual financial statements of the Project shall be submitted to Norad by 31 May each year. The audit report shall comply with the requirements set out in article 7 of the Specific Conditions and article 5 of the General Conditions. If the auditor submits a management letter (matters for governance attention) this shall be attached to the audit report. The management letter shall list any measures that have been taken as a result of previous Project audits and state whether such results have been adequate to deal with reported shortcomings.
 - The **annual report and audit report** of the Grant Recipient's entire organisation shall be submitted to Norad for information only by 1 August each year. Contributions from Norad shall be disclosed in the annual report, preferably in the notes to the financial statements. If the auditor submits a management letter (matters for governance attention) this shall be attached to the audit report.

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- e) An updated **statistical classification form** for sub-unit statistics shall be submitted by 15 November each year where the annual disbursement amount has been revised compared to the previously approved tentative amount or where other deviations amount to more than NOK 1 million per subunit compared to previously submitted documentation for the period.
- f) A **final report** for the Support Period shall be submitted to Norad no later than six months after the end of the Support Period. The final report shall include the content listed in article 4 of the General Conditions. Norad's reporting guidelines shall be followed.

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

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

7 AUDIT

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

8 FORMAL MEETINGS

8.1 The Parties shall hold formal meetings when requested by Norad, normally once or twice per year. Details regarding agenda and procedures will be agreed upon by the Parties prior to each meeting.

9 REVIEWS AND OTHER FOLLOW-UP MEASURES

9.1 An external review focusing on results to date shall be carried out in 2027 and submitted to Norad no later than 01.10.2027. The Grant Recipient shall draft the terms of reference for the review and submit them to Norad for approval. The costs of the review shall be included in the Project budget.

9.2 The Grant Recipient shall each year, together with the progress report c.f. article 6.1 a), submit a list of reviews or evaluations undertaken by the Grant Recipient or another interested party of activities wholly or partly funded by the Grant. Upon Norad's request, a copy of reports of any such review or evaluation shall be forwarded to Norad without undue delay.

9.3 Myanmar: Due to the constraints and risks related to the security situation for civil-society activity in Myanmar, the Grant Recipient shall inform Norad regularly on matters in Myanmar that concerns the fulfilment of this Agreement and/or may put SF staff or Project funds or assets at risk. The same applies to SF's cooperating partners in Myanmar. The formal meeting described in 8.1 and one additional meeting each year tentatively in March/April will be used for more broader discussion related to project progress in Myanmar. Procurement

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

10 REPAYMENT OF INTEREST AND UNUSED FUNDS

10.1 Upon the end of the Support Period or upon termination of this Agreement, any unused funds that total NOK 500 or more shall in its entirety be repaid to Norad as soon as possible and at the latest within 6 months. The amounts originating from surplus funds from SMFEA and SMCGL shall be deemed as to have been used first by the Grant Recipient and thus not likely to be available for repayment at the end of the Support Period. The repayment shall include any interest which has not been used for Project purposes, and other financial gain accrued on the Grant.

10.2 Repayments shall be made to the following bank account:

Name of the account:	Direktoratet for utviklingssamarbeid (Norad)
Account no.:	7694.05.14815
IBAN no.:	NO31 7694 0514 815
Name and address of the bank:	DNB BANK ASA, N-0021 Oslo
Swift/BIC code:	DNBANOKKXXX

10.3 The transaction shall be clearly marked: "Unused funds QZA-23/0188 / Strømmestiftelsen".

11 SPECIAL PROVISIONS

11.1 The following deviation from the Procurement provisions Part III shall apply for this Project:

Section 16.4 of the Procurement Provisions in Part III of this Agreement shall be replaced with the following:

"Norad will also allow the Grant Recipient to use single source procurement in the following cases:

- i. Where product or services can only be provided by a single firm because of exclusive capabilities, exceptional worth for the Project or proprietary rights
- ii. Where standardisation with existing equipment is determined to be important and justified, and compatible goods cannot be provided by other suppliers.
- iii. In case of extreme urgency not foreseeable or attributable to the grant recipient.
- iv. For procurements made from a DG-ECHO certified Humanitarian Procurement Centre (HPC).

The exceptions set out in points (i) and (ii) shall only apply when no reasonable alternative or substitute exists, and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

The grant recipient shall report to Norad on annual basis on the number of such procurements. The procurement protocol's, cf. the Procurement provision art. 12, shall include the justification for the use of 16.4 and be attached to the report."

12 NOTICES

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- 12.1 All communication to Norad concerning the Agreement shall be directed to the Section for Education at the following address/e-mail address: Norad-Utdanning@norad.no
- 12.2 All communication to the Grant Recipient concerning the Agreement shall be directed to Anne Breivik at the following address/e-mail address: Anne.Breivik@stromme.org
- 12.3 Norad's agreement number and agreement title shall be stated in all correspondence regarding this Agreement, including disbursement requests and repayment of unused funds.

13 SIGNATURES

- 13.1 By signing part I of the Agreement, the Parties also confirm receipt and approval of part II; General Conditions, and part III; Procurement Provisions, which all form an integral part of the Agreement.
- 13.2 This Agreement in the English language has been signed by both Parties. In the event of any discrepancies between this English language version and any later translations, the English language version shall prevail.

Place: Oslo, Norway

Date: 12 APR 2024

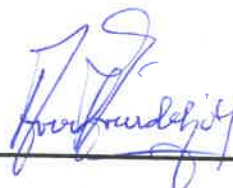


for the Norwegian Agency for Development
Cooperation,

Lisa Knutsen Sivertsen

Director

Dept. for Human Development



for Strømmestiftelsen

Arvid Grundekjøn

Styreleder

Attachments:

- Annex A: Approved budget for the Project
Annex B: Results framework

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

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1 WORK PLAN AND BUDGET

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

2 PROGRESS REPORT

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

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

3 FINANCIAL REPORT

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

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

4 FINAL REPORT

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

5 AUDIT

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

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

6 CONTROL MEASURES

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

7 FINANCIAL MANAGEMENT

- 7.1 The Grant Recipient shall keep accurate accounts of the Project's income and expenditure using an appropriate accounting- and double-entry book-keeping system¹.

¹ 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.

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- 7.2 The accounts shall be kept up to date at least on a monthly basis. Bank reconciliations² and cash reconciliations³ shall be completed at least every month, and shall be documented by the Grant Recipient.
- 7.3 Accounts and expenditures relating to the Project must be easily identifiable and verifiable, either by using separate accounts for the Project or by ensuring that Project expenditure can be easily identified and traced within the general accounting- and bookkeeping systems. Insufficient documentation may render the expenditure ineligible. The accounts must provide details of bank interest accrued on the Grant.
- 7.4 The Grant Recipient shall keep the Project's accounting records for at least 5 years from the time of Norad's approval of the final report for the Project. This shall include i.a. vouchers, receipts, contracts and bank statements.

8 EXCHANGE RATE FLUCTUATIONS

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

9 EQUIPMENT, CONSUMABLES AND INTELLECTUAL PROPERTY RIGHTS

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

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

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

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

10 REAL PROPERTY

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

11 TRANSFER OF THE GRANT TO A COOPERATING PARTNER

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

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

12 CHANGES OR CIRCUMSTANCES AFFECTING THE PROJECT OR THE GRANT RECIPIENT

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

13 EXTENSION OF THE SUPPORT PERIOD

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

14 TRANSPARENCY

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

15 FINANCIAL IRREGULARITIES

- 15.1 The Grant Recipient is required to practise zero tolerance against corruption and other financial irregularities within and related to the Project. The zero-tolerance policy applies to all staff members, consultants and other non-staff personnel and to cooperating partners and where relevant beneficiaries of the Grant.
- 15.2 "Financial irregularities" refers to all kinds of:
- a) corruption, including bribery, nepotism and illegal gratuities;
 - b) misappropriation of cash, inventory and all other kinds of assets;
 - c) financial and non-financial fraudulent statements;
 - d) all other use of Project funds which is not in accordance with the Agreement.
- 15.3 In order to fulfil the zero-tolerance requirement, the Grant Recipient shall:
- a) organise its operations and internal control systems in a way that financial irregularities are prevented and detected;
 - b) do its utmost to prevent and stop financial irregularities within and related to the Project;
 - c) require that all staff involved in, and any consultants, suppliers and contractors financed under the Project refrain from financial irregularities.
- 15.4 The Grant Recipient shall inform Norad immediately of any indication of financial irregularities in or related to the Project. The Grant Recipient shall provide Norad with an account of all the known facts and an assessment of how the matter should be followed up, including whether criminal prosecution or other sanctions are considered appropriate.
- 15.5 The matter will be handled by Norad in accordance with Norad's guidelines for handling suspicion of financial irregularities. The Grant Recipient shall cooperate fully with Norad's investigation and follow-up. If requested by Norad, the Grant Recipient shall, provided there is sufficient basis for taking legal steps, report the suspicions to the police, commence civil proceedings for recovery of damages or apply other appropriate sanctions against persons or entities suspected of financial irregularities. However, in cases where the Grant Recipient is concerned that due process of law may be unavailable, the matter shall instead be included in the account and assessment referred to in clause 15.4 for discussion of a mutually acceptable course of action.

16 SEXUAL EXPLOITATION, SEXUAL ABUSE AND SEXUAL HARASSMENT

- 16.1 Norad has zero tolerance for inaction against sexual exploitation, abuse and harassment (SEAH). The Grant Recipient shall have a victim/survivor-centred approach to SEAH issues and take all reasonable steps to prevent, detect and respond to SEAH within and related to the Project. This obligation applies to all staff members, consultants and other non-staff personnel, cooperating partners and any third parties involved in activities funded by the Grant.
- 16.2 The following definitions apply:
- a) Sexual exploitation: Any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
 - b) Sexual abuse: The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
 - c) Sexual harassment: Any form of unwanted sexual attention that has the purpose or effect of being offensive, frightening, hostile, degrading, humiliating or troublesome.

16.3 The Grant Recipient shall:

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

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

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

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

17 CONFLICT OF INTEREST

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

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

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

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

18 BREACH OF THE AGREEMENT

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

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

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

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

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

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

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

19 TERMINATION OF THE AGREEMENT

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

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

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

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

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

20 WAIVER AND IMMUNITIES

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

21 LIABILITY

21.1 Norad shall not under any circumstances or for any reason be held liable for damage, injury or loss of income sustained by the Grant Recipient or its agencies, staff or property as a direct or indirect consequence of the Project or services provided thereunder. Norad will not accept any claim for compensation or increases in payment in connection with such damage, injury or loss of income.

21.2 The Grant Recipient shall assume sole liability towards third parties, including liability for damage, injury or loss of income of any kind sustained by them as a direct or indirect consequence of the Project. The Grant Recipient shall indemnify Norad against any claim or action from the Grant Recipient's staff or third parties in relation to the Project.

22 ASSIGNMENT

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

23 RECOGNITION AND PUBLICATION

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

24 ENTRY INTO FORCE, DURATION AND AMENDMENT

24.1 The Agreement shall enter into force at the date of the last signature and shall remain in force until all obligations arising from it have been fulfilled, or until it is terminated in accordance with the provisions of the General Conditions. Whether the obligations of the Agreement shall be considered fulfilled, will be determined through consultations between the Parties and confirmed by Norad in a completion letter.

24.2 The Agreement may be amended. Any such amendment must be agreed upon in writing between the Parties and shall become an integral part of the Agreement.

24.3 Termination or expiry of the Agreement shall not release the Parties from any liability arising from any act or omission that has taken place prior to such termination or expiry.

25 CHOICE OF LAW AND SETTLEMENT OF DISPUTES

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

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

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PART III: PROCUREMENT PROVISIONS
APPLICABLE TO GRANTS FROM
THE NORWEGIAN MINISTRY OF FOREIGN AFFAIRS
AND NORAD

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PART III: PROCUREMENT PROVISIONS

This Part III of the Agreement sets out the minimum rules and principles which shall be applied by the Grant Recipient and their sub-grantees for all procurements under the Project/Activity funded by grants received from MFA or Norad.

These minimum rules and principles shall contribute to increased value by ensuring efficient use of resources based on transparency, good business ethics and equal treatment. The provisions aim to ensure that grant recipients act with great integrity when procuring goods, works and services for projects and programme.

PRINCIPLES

1 SOUND FINANCIAL MANAGEMENT

- 1.1 All procurement must be justified, reasonable and compliant with sound financial management.
- 1.2 Sound financial management means that the Grant must be used in accordance with the principles of economy, efficiency, and effectiveness:
 - a) The principle of economy refers to resources required being made available in due time, in appropriate quantity and quality and at the best price.
 - b) The principle of efficiency refers to the relationship between the resources spent and results achieved.
 - c) The principle of effectiveness refers to the degree of which the procurement process meets the intended outcome.

2 EQUAL TREATMENT AND NON-DISCRIMINATION

- 2.1 Fair competition is the foundation for sound procurement. Tenderers shall be treated equally and without discrimination throughout the procurement process.
- 2.2 Open and transparent processes are essential for promoting competition and minimising the risk of corruption. Where the design or execution of a procurement process is made with the intention of unduly favouring or disadvantaging certain tenderers the competition will be considered artificially narrowed and in breach with the principle of equal treatment and non-discrimination.

3 ETHICS IN PROCUREMENT

- 3.1 Grant recipients, as well as tenderers, suppliers, contractors, and consultants under contracts financed in whole or in part by the Grant shall observe the highest standards of ethics during the procurement and execution of contracts.
- 3.2 This shall always include:
 - a) Respecting minimum ILO standards such as the respect of working conditions and avoidance of child labour.
 - b) Respecting basic social rights and environmental aspects.



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- c) Having zero-tolerance for corruption and financial irregularities.
- d) Having zero-tolerance for inaction to sexual exploitation, sexual abuse, and sexual harassment (SEAH).

4 SUSTAINABLE PROCUREMENT

- 4.1 Grant recipients shall endeavour to consider environmentally-sound products and/or services when defining criteria and requirements for procurement.
- 4.2 The Grant recipients shall take into account universal design and the potential environmental impact of any planned procurements. Grant recipients shall, when procuring services, endeavour to limit the amount of travel needed to perform the services and when relevant and appropriate instead use virtual meetings and/or phone conferences.

GENERAL RULES

5 NOTORIETY

- 5.1 Grant recipients shall keep sufficient and appropriate records and documentation about the procurement procedure, the selection criteria set, evaluations made and award decisions.

6 CONFLICT OF INTEREST

- 6.1 Grant recipients shall avoid any situation of conflict of interest. Conflict of interest refers to any situation where the impartial and objective exercise is, or may be, compromised for reasons involving family, personal life, political or national affinity, economic interest or any other connection or shared interest with another person.
- 6.2 Contracts may not be awarded to tenderers that are subject to a conflict of interest without an explicit written approval from MFA/Norad.
- 6.3 The obligation to avoid conflict of interest applies to anyone acting on behalf of the grant recipient.

7 VALUATION OF CONTRACTS AND THRESHOLDS

- 7.1 All monetary amounts referred to in this Part III are amounts excluding value-added tax (VAT).
- 7.2 To determining the applicable procurement method, grant recipients shall ensure that the estimation of the contract value is made correctly and includes all costs related to the specific contract.
- 7.3 Any form of options and extensions of the contract shall be included when estimating the contract value.
- 7.4 No contract may be split-up with the intention of avoiding the application of a formal procurement method.

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8 TENDER DOCUMENTS

- 8.1 The tender documents shall furnish all information necessary for a prospective tenderer to prepare a responsive tender for the goods, works or services to be provided.
- 8.2 The tender documents shall be drafted to encourage the widest possible competition. They shall clearly define the scope of works, goods, or services to be supplied, the rights and obligations of the tenderer and the grant recipient and set out fair and non-discriminatory criteria for selecting the winning tender.

9 EVALUATION OF TENDERS

- 9.1 The evaluation of tenders shall be made in a neutral and transparent manner and in accordance with the criteria pre-determined in the call for tenders.
- 9.2 Where the value of the contract exceeds NOK 1,300,000 an evaluation committee must be set up to evaluate the received tenders. This committee must have an odd number of members with the technical and administrative capacities to give an informed opinion of the tenders.

10 GROUNDS FOR DISQUALIFICATION OF TENDERERS

- 10.1 A tenderer should be excluded from the evaluation and the award of a contract, if:
- a) They are bankrupt or is being wound up, whose affairs are being administered by court, has entered an arrangement with creditors, has suspended business activities or is subject of an injunction against running business by court.
 - b) They are the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by court, or for an arrangement with creditors or of any other similar proceedings.
 - c) They have been found guilty of grave professional misconduct by any means which the grant recipient can justify.
 - d) They are not registered in a national official register or registered for declaration and payment of tax in accordance with national legislation.
 - e) They have not fulfilled obligations relating to payments of taxes or social security contributions.
 - f) 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.
 - g) They or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct.

11 VERIFICATION OF QUALIFICATIONS

- 11.1 Grant recipient shall, unless deemed unnecessary, ensure that a tenderer meets formal requirements as stipulated under this Part III and national law.

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11.2 A tenderer should normally be required to include in its tender evidence that:

- a) It is registered by a national registrar of companies.
- b) It is registered for declaration and payment of tax in accordance with national legislation.
- c) It is free from debts regarding taxes and social security contributions.

12 PROCUREMENT PROTOCOL

12.1 For contracts with a value exceeding NOK 100,000, the grant recipient shall compile a written protocol with documentation of all assessments and decisions made during all steps of the procurement process from the planning stage until the signing of the contract.

12.2 The protocol shall as a minimum include:

- a) A description of the service, goods or works to be procured,
- b) its relevance to the project/programme,
- c) the value of the contract,
- d) the selected tender procedure,
- e) the name of all received tenderers,
- f) the selection criteria,
- g) the assessment of the tenders and tenderers,
- h) an assessment of conflict of interest, and
- i) the name of the selected tenderer.

Where simplified tendering is used the protocol shall in addition include:

- j) A justification for the selection of tenderers.

12.3 Upon request by MFA/Norad, the grant recipient shall submit the procurement protocol to MFA/Norad and grant MFA/Norad access to all relevant information and documentation related to the procurement procedure and practices applied.

12.4 Failure to provide the procurement protocol shall render expenditure ineligible for MFA/Norad funding.

13 CONTROL AND COMPLIANCE

13.1 MFA/Norad may carry out ex post controls of the grant recipients' compliance with the rules set forth in this Part III.

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- 13.2 Non-compliance with the minimum procurement rules and principles in this Part III shall render expenditure ineligible for MFA/Norad funding.
- 13.3 Non-compliance with the minimum procurement rules and principles in this Part III may be viewed as a material breach in accordance with General Conditions article 18.

PROCUREMENT METHODS

14 OPEN TENDERING

- 14.1 Open tendering is mandatory for procurement where the contract value exceeds NOK 1,300,000 (Norwegian kroner one million three hundred thousand).
- 14.2 Open tendering are procedures under which all firms/individuals are given sufficient notification of contract requirements, and all eligible tenderers are given an equal opportunity to submit a tender. The time-limits set must be sufficient to allow interested parties a reasonable and appropriate period to prepare and submit their tenders.
- 14.3 Open tender requires that the tendering opportunities are published to notify eligible tenderers about the contract opportunity.
- 14.4 Under open tendering the grant recipients are required to publish the invitation to tender in an appropriate national or international media outlet.
- 14.5 The grant recipient must give sufficient public notification of tendering opportunities to allow potential tenderers to determine their interest and to prepare their tenders. Open tendering may be conducted with or without prequalification proceedings.
- 14.6 Grant recipients are encouraged to apply open tendering in all procurement to increase transparency and promote competition.

15 SIMPLIFIED TENDERING

- 15.1 Simplified tendering may be used when the value of the contract is less than NOK 1,300,000 (Norwegian kroner one million three hundred thousand).
- 15.2 Simplified tendering is a procedure where a minimum of three - 3 – potential, relevant and qualified tenderers are invited to tender by direct invitation in writing. As for open tendering the time-limit set must be sufficient to allow the invited parties a reasonable and appropriate period to prepare and submit their tenders.
- 15.3 A simplified tender process shall always include the following features:
- a) A written invitation to tender which includes the tender and contract information, cf. article 8.
 - b) A procurement protocol cf. article 12.

16 SINGLE SOURCE PROCUREMENT

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- 16.1 Single source procurement may be used when the contract value is less than NOK 100,000 (Norwegian kroner one hundred thousand).
- 16.2 The contract may be awarded using any procedure established by the grant recipient while respecting the principles of sound financial management, conflict of interest, ethics in procurement, sustainable procurement, and notoriety.
- 16.3 Single source procurement may also be used where the extension of an existing contract clearly would be economic and efficient. The extended contract's maximum value shall not exceed 50 % of the original contract.
- 16.4 MFA/Norad may in exceptional cases upon written and justified request from the grant recipient, also allow single source procurement where:
- a) A product or services can only be provided by a single firm because of exclusive capabilities, exceptional worth for the Project or proprietary rights.
 - b) Standardisation with existing equipment is determined to be important and justified, and compatible goods cannot be provided by other suppliers.
 - c) It is a case of extreme urgency not foreseeable or attributable to the grant recipients.

The exceptions set out in points (a) and (b) shall only apply when no reasonable alternative or substitute exists, and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

17 NEGOTIATED PROCEDURE

- 17.1 Under a negotiated procedure the grant recipient may approach one or more suppliers to negotiate a contract directly.
- 17.2 A negotiated procedure may only be used where no tenders or no acceptable tenders are received after an open tender procedure. A negotiated procedure may then be applied without further publication of a procurement notice provided that the original contract terms are not substantially altered.
- 17.3 An unacceptable tender is a tender that significantly deviate from the procurement requirements, is not delivered within the set deadline, is delivered by a supplier who does not meet the qualification requirements, or where there is evidence of illegal bid collusion or corruption.

18 FRAMEWORK AGREEMENTS

- 18.1 Where the grant recipients enter into framework agreements¹ for procurement of goods, works or services needed the initial framework tender process must corresponds to the requirements for an open tender procedure as set out in these Procurement Provisions.

¹ a framework agreement is an agreement which establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged.

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18.2 The grant recipients may utilize existing framework agreements or other types of pre-qualified suppliers for procurement of goods, works or services needed for an activity funded by the Grant if the initial contractual process corresponds to the requirements for an open tender procedure as set out in these Procurement Provisions. The procurement protocol documenting the initial open tender procedure and a copy of the initial contract shall be submitted to MFA/Norad upon request.

18.3 Framework agreements should not exceed five years.

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Annex A: Budget

PROJECT TITLE: Building Empowered and Resilient Communities by strengthening Livelihoods, inclusion, Education and Food Security
 NAME OF ORGANIZATION: Strømmestiftelsen
 BUDGET CURRENCY: NOK

DIRECT PROJECT COSTS (Displaying share transferred to local partners and other levels)	2024	2025	2026	2027	2028	TOTAL	Share
	NOK	NOK	NOK	NOK	NOK	NOK	%
DIRECT PROJECT COSTS (HO)	10 677 891	11 211 786	11 772 375	12 360 994	12 979 044	59 002 090	8 %
DIRECT PROJECT COSTS (Country Office)	35 803 631	37 380 813	39 144 853	41 102 096	43 157 201	196 488 594	28 %
DIRECT PROJECT COSTS (Local partner*)	61 644 421	66 825 625	70 959 767	77 200 220	84 619 281	313 249 313	44 %
FLEXIBLE FUNDING (Flexible budget line for pluspartners)	27 031 486	28 829 556	30 469 249	32 165 878	34 000 881	142 184 959	20 %
TOTAL DIRECT PROJECT COSTS	135 157 429	144 147 779	152 346 244	159 829 138	168 444 407	710 924 996	

DIRECT PROJECT COST BY COUNTRY (required information for multi-country agreements)	2024	2025	2026	2027	2028	TOTAL	Share
	NOK	NOK	NOK	NOK	NOK	NOK	%
Uganda	11 203 061	13 167 133	14 328 836	15 207 141	14 098 750	68 004 970	10 %
Tanzania	12 426 766	13 193 097	13 744 987	15 441 893	14 578 581	69 385 324	10 %
South Sudan	8 099 122	11 932 564	12 074 078	12 494 825	9 017 465	53 618 055	8 %
Mali	27 349 892	20 867 746	19 713 116	21 476 540	17 252 466	101 859 760	14 %
Burkina Faso	14 527 480	12 828 929	14 544 331	12 448 260	11 086 673	66 435 673	9 %
Burkina Faso	10 820 161	11 187 416	13 156 611	9 182 202	6 327 246	51 821 135	7 %
Bangladesh	6 736 448	10 032 478	11 209 713	9 800 315	10 614 333	58 631 937	8 %
Myanmar	3 137 487	5 068 222	10 847 476	10 518 537	9 357 283	47 472 223	7 %
Global	6 104 545	6 416 545	6 570 145	4 588 172	3 378 184	21 849 718	3 %
FLEXIBLE FUNDING (Flexible budget line for pluspartners)	27 031 486	28 829 556	30 469 249	32 165 878	34 000 881	142 184 959	20 %
TOTAL DIRECT PROJECT COSTS	135 157 429	144 147 779	152 346 244	159 829 138	168 444 407	710 924 996	

DIRECT PROJECT COST BY SECTOR (or by outcome if preferred)	2024	2025	2026	2027	2028	TOTAL	Share
	NOK	NOK	NOK	NOK	NOK	NOK	%
Outcome 1 - Marginalised and disadvantaged children and adolescents enjoy inclusive quality education for lifelong learning	61 529 852	61 143 660	63 633 032	63 053 963	52 409 887	301 770 394	42 %
Outcome 2 - Poor and vulnerable communities have improved livelihoods and resilience through enhanced income generation	46 596 091	54 174 563	58 243 963	57 609 348	50 345 638	266 969 609	38 %
FLEXIBLE FUNDING (Flexible budget line for pluspartners)	27 031 486	28 829 556	30 469 249	30 165 828	25 688 881	142 184 959	20 %
TOTAL DIRECT PROJECT COSTS	135 157 429	144 147 779	152 346 244	159 829 138	168 444 407	710 924 996	

INCOME/FINANCING PLAN DIRECT PROJECT COSTS	2024	2025	2026	2027	2028	TOTAL	Share
	NOK	NOK	NOK	NOK	NOK	NOK	%
Grant funding Norad	75 364 671	113 776 413	120 286 306	118 733 073	99 876 920	528 037 383	74 %
Grant funding Norad Microfinance East Africa	20 025 607	20 025 607	20 025 607	20 025 607	20 025 607	100 157 435	14 %
Grant funding Norad Microfinance Sri Lanka	11 198 267	11 198 267	11 198 267	11 198 267	11 198 267	55 983 375	8 %
Funding provided by grant recipient	28 568 884	30 371 366	32 059 938	32 096 065	28 567 486	151 663 739	21 %
Other income	-	-	-	-	-	-	0 %
TOTAL INCOME/FINANCING PLAN DIRECT PROJECT COSTS	135 157 429	144 147 779	152 346 244	159 829 138	168 444 407	710 924 996	

APPLICATION/GRANT AMOUNT**	2024	2025	2026	2027	2028	TOTAL	Rate
	NOK	NOK	NOK	NOK	NOK	NOK	
Norad contribution direct project cost	75 364 671	113 776 413	120 286 306	118 733 073	99 876 920	528 037 383	74 %
Norad indirect cost contribution	20 025 607	20 025 607	20 025 607	20 025 607	20 025 607	100 157 435	14 %
Norad Microfinance East Africa contribution direct project cost	5 275 527	5 275 527	5 275 527	5 275 527	5 275 527	26 377 135	4 %
Norad Microfinance East Africa indirect cost contribution	20 025 607	20 025 607	20 025 607	20 025 607	20 025 607	100 157 435	14 %
Norad Microfinance Sri Lanka contribution direct project cost	1 401 792	1 401 792	1 401 792	1 401 792	1 401 792	7 008 960	1 %
Norad Microfinance Sri Lanka indirect cost contribution	11 198 267	11 198 267	11 198 267	11 198 267	11 198 267	55 983 375	8 %
TOTAL NORAD APPLICATION/GRANT AMOUNT	114 043 743	121 740 762	128 706 347	127 044 388	106 868 305	598 409 545	

*Local partner:
 OECD definition: non-NGO organised at the national level, based and operated in a developing (ODA-eligible) country.
 Norad's interpretation of OECD's definition: "Local partners must be representative and legitimate civil society actors. This means they have to be already established organisation & representing target groups and driving forces in the country in which the intervention will be implemented. Private individuals or consultants will not be considered local partners, nor local branches by organisations with headquarters in an OECD country unless they are separate legal entities with an independent board of directors".

LSI



StrommeFoundation

Global Results Framework: Building Empowered and Resilient Communities by strengthening Livelihoods, Inclusion, Education and Food Security (BELIEF)

Country log frames for 2024-2028 with revised annual and five-year targets¹

Order in which presented:

1. SF's Global Outcomes
2. SF's Global Output Indicators
3. SF's Global Learning and Knowledge Management Indicators
4. Bangladesh
5. Myanmar
6. Nepal
7. South Sudan
8. Tanzania
9. Uganda
10. Burkina Faso
11. Mali
12. Niger

¹ In this revision only output targets were updated to reflect budget adjustments. Outcome targets will be updated after baseline collection.

LS/DF

Stramme Foundation's Global Results Framework: Building Empowered and Resilient Communities by strengthening Livelihoods, Inclusion, Education and Food Security (BELIEF)

Results Impact	Indicators	Baseline*	Targets					Means of Verification	Frequency	Comments
			2024	2025	2026	2027	2028			
Promote social change, sustainable development, and resilience through access to inclusive quality education, increased incomes and job creation	% of targeted families cross the national poverty line	TBD	--	--	20%	--	50%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	Poverty levels will be measured in the target communities. The countries in Asia and West Africa typically use the Multi-dimensional Poverty Index (MPI) to measure the percentage of households that have crossed the poverty line. In East Africa, the Poverty Probability Index (PPI) is typically used to measure poverty in the targeted population. Targets are subject to change.
	% of the target population with acceptable Food Consumption Score (FCS)	TBD	--	--	50%	--	70%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	The Food Consumption Score (FCS) will be used across all countries to measure households' food security status, as it considers not only dietary diversity and food frequency but also the relative nutritional importance of different food groups.
	% of communities / community mechanisms that adopt and implement disaster risk reduction strategies	TBD	--	--	50%	--	70%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	Build the resilience of the poor to reduce their exposure and vulnerability to climate-related extreme events and other environmental disasters. This indicator assesses the number of communities and/or community based organisations with a functional systems for managing the risk of a disaster.
	% of households that gained additional, environmentally and economically sustainable sources of income	TBD	--	--	35%	--	50%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	Income diversification is among the main climate change adaptation measures. It enables households to avoid risks associated with relying only on one source of income. At the same time, meaningful income diversification needs to be economically and environmentally sustainable.
	% of target households that are part of community mechanisms which serve as a social safety net	TBD	--	--	40%	--	60%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	The proportion of households that are actively involved in or benefiting from community-based mechanisms that provide a social safety net. A social safety net can include services or support systems that help individuals and families cope with various social and economic challenges, such as poverty, unemployment, illness, or other risks.
	% of advocacy successes achieved by community mechanisms established or strengthened as a result of SF interventions	0%	--	10%	20%	30%	40%	Programme surveys, evaluation reports	Annually	Community mechanisms are self-help groups, small groups, savings groups or their higher level organizations (CBOs); adolescent empowerment forums and networks. Advocated issues refer to the support/services received from duty-bearers after advocacy efforts by these groups.
	Outcome 1 Marginalised and disadvantaged children and adolescents enjoy inclusive quality education for lifelong learning	% of children enrolled in primary school after attending an ECD centre	76%	80%	85%	90%	95%	Programme surveys, digital monitoring tools	Annually	Children that enrol in first grade of primary school after attending Early Childhood Development Centres (ECD) supported by SF.
		% of children that are learning and performing well in formal school	79%	--	80%	88%	90%	Programme surveys, school records	Annually	Learners in a chosen grade in supported educational institutions that achieve minimum proficiency in a subject or test identified by the programme.
		% of children/adolescents enrolled in formal school after completing an accelerated education programme	80%	92%	92%	92%	92%	Digital monitoring tools	Annually	Out of school children that graduate from one of SF's accelerated education programmes and enrol in formal school the next academic year. By 2022, 94% of Speed School graduates enrolled in primary school and 58% of Speed School 2 graduates enrolled in secondary school, thus the baseline is temporarily set at 80% and subject to adjustment after baselines are collected. Targets are annual to reflect each cohort.
		% of students enrolled in formal school that remain in the learning institution the following year	TBD	--	90%	90%	90%	School records, digital monitoring tools	Annually	Learners from a cohort enrolled in a given grade at a given year who are enrolled in the following school year, regardless of repetition. The targets have been set annually to reflect each cohort.
Outcome 2 Poor and vulnerable communities have improved livelihoods and resilience through enhanced income generation	% of adolescents achieving minimum proficiency level in reading, writing and mathematics	TBD	87%	87%	87%	87%	Programme surveys and exams	Annually	Adolescents and women with proficiency level of reading, writing and mathematics after completing one of SF's adolescent empowerment programmes or activate literacy programme. The targets have been set annually to reflect each cohort.	
	% of adolescents applying life skills in their daily life	TBD	82%	82%	82%	82%	Programme pre- and post assessments	Annually	Ten life skills are assessed: problems solving, decision making, analytical thinking, creative thinking, effective communication, interpersonal relationship, self awareness to know thyself, empathy, coping with mental and emotional stress, and negotiation. The targets have been set annually to reflect each cohort.	
	% of individuals that have started an income generating activity or expanded an existing one	69%**	--	50%	65%	70%	Programme surveys, digital monitoring tools	Annually	Participants in one of SF's adolescent empowerment programmes (Samvad, Shonglap, Sagar Wine, Bonga, Tamadash), or community managed savings groups that start or expand an income generating activity after training.	
	% of individuals that have gained employable skills and are in paid employment or self-employed	71%**	--	60%	68%	70%	Programme surveys, digital monitoring tools	Annually	People who have acquired skills or training that make them eligible for employment and have found paid jobs or are engaged in self-employment. It assesses the effectiveness of skill development initiatives in preparing individuals for the job market and facilitating their transition into gainful employment.	
	% of jobs supported that adopt environmentally friendly technologies or practices	TBD	--	10%	20%	40%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	Target group members that start using promoted environmentally friendly practices / services / products that contribute to more sustainable production. This includes practices that minimise the usage of natural resources and toxic materials as well as the emissions of waste and pollutants.	
	% of households having achieved increased productivity from their agricultural activities	TBD	--	TBD	TBD	TBD	Programme surveys, evaluation reports	Baseline, Mid-term, Final	Increasing agricultural productivity is essential for ensuring adequate nutrition of the ever-growing population; however, such changes should not be at the expense of environmental sustainability. Agricultural outputs can be tons of crops or number of animals.	
	% of households/producer groups involved in collective marketing	TBD	--	10%	30%	45%	Programme surveys, digital monitoring tools	Annually	It assesses the level of cooperative efforts to market goods and the effectiveness of collective marketing strategies, which can help small-scale farmers or producers access larger markets, negotiate better prices, reduce transaction costs, and improve their livelihoods through collective action.	
	% of green jobs created	TBD	--	10%	20%	30%	Programme surveys, evaluation reports	Annually	SF's definition of green jobs refers to jobs that protect and restore ecosystems and biodiversity, de-carbonise the economy, reduce energy, materials, and water consumption; minimise or avoid the generation of waste and pollution; and enable enterprises and communities to adapt to climate change. This definition includes sustainable agriculture.	

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Results	Indicators	Baseline*	Targets					Total	Means of Verification	Frequency	Comments
			2024	2025	2026	2027	2028				
CO 1 Gender Equality	% of women that participate in local decision-making bodies and processes/have leadership positions	66%**	--	50%	60%	65%	70%	Programme surveys, digital monitoring tools	Annually	Leadership positions in community mechanisms promoted by SF; and in different local standing committees such as education, health, family planning, social welfare, disaster management, agriculture, water management, and school management committees, among others.	
	% of adolescent girls and women who take part in household decision making	90%**	--	75%	80%	85%	90%	Programme surveys, digital monitoring tools	Annually	Female adolescents and adult women in targeted communities who actively participate in the decision-making processes related to their households. This includes having a say or influence in matters such as family finances, education, food allocation, early marriage, and other key aspects of daily life within the household.	
	% of children/adolescents reporting not experiencing gender-based violence the last [period of time]	TBD	--	10%	30%	50%	70%	Programme surveys, digital monitoring tools	Annually	The proportion of children or adolescents who report that they have not encountered any instances of gender-based violence within a specified time frame. Gender-based violence includes physical, sexual, emotional, or verbal abuse, harassment, or discrimination that is perpetrated against an individual because of their gender or gender identity.	
											Individuals or community mechanisms that have been empowered with the knowledge, skills, and opportunities to actively engage in efforts addressing environmental issues. It reflects the impact of initiatives aimed at raising awareness, building capacity, or fostering community involvement in activities that contribute to environmental sustainability and combatting climate change.
CO 2 Climate and Environment	% of people enabled to take action on climate change and environment	TBD	--	10%	20%	30%	40%	Programme surveys, evaluation reports	Baseline, Mid-term, Final	The extent to which the target groups correctly use the desired climate change adaptation measures (such as climate-smart agriculture, fuel-efficient stoves, composting home waste, adopting rainwater harvesting systems, etc.).	
	% of targeted families adopt environmentally friendly practices	TBD	--	10%	20%	30%	40%	Programme surveys, partner records	Annually	The proportion of households which dispose of their solid waste in a way that does not threaten human and environmental health (which can occur, for example, from the breeding of flies and rodents or from polluting water sources).	
	% of families that safely dispose of their solid waste	TBD	5%	10%	15%	20%	25%	Programme surveys, partner records	Annually	Trees planted in the course of community outreach events, with a specific view to improving local biodiversity, adapt to climate change by improving soil retention, water management or prevent flooding. The targets presented are annual and subject to change.	
	# of trees planted	0	22 600	28 850	22 900	22 900	119 900	Programme surveys, partner records	Annually		
											Prioritising inclusion of people with disabilities is essential for fostering genuine social progress and leaving no one behind. Initiatives will ensure that opportunities for education, employment, and social participation are extended to all members of the targeted population. SF is targeting 2% PWD of the total outreach under Norad funded interventions.
CO 3 Inclusion	# of persons with disabilities enrolled in SF's programmes	4580 in 2022**	1 983	2 626	2 777	2 840	2 298	7 506	Annually		
	% of participants improved coping mechanisms after receiving psychosocial support	TBD	--	10%	30%	50%	70%	70%	Baseline, Mid-term, Final	The extent to which individuals who have received psychosocial support have experienced positive changes in their ability to cope with emotional or psychological challenges. It measures the effectiveness of psychosocial support activities in enhancing the resilience and mental well-being of participants.	
CO 4 Prevention of corruption	# of partners with Improved Partner Capacity Score	3,25***	3,5	3,75	4	4,25	4,5	4,5	Annually	The Partner Capacity Score is calculated from the risk assessment tool. SF will carry out this assessment at least once a year with each partner and the findings are the basis for a capacity building plan. The partner assessment, analysis of results, and estimation of the score is done jointly by SF's finance team and SF's programme team.	
	% of target population satisfied with their last experience of using local authorities' services	TBD	--	--	45%	--	70%	70%	Baseline, Mid-term, Final	It assesses the level of contentment or approval among a specific group of people who have recently interacted with local authority services. Proportion of people who report being satisfied with their most recent experience when utilizing services provided by their local authorities.	
	# of deviation cases	5 in 2022**	0	0	0	0	0	0	Annually	Deviation cases apply to all malpractice and unethical behaviour, including (the list is not exhaustive): embezzlement, misuse and appropriation of funds, collusion and bribery, obstruction of justice, abuse or misuse of power, extortion, nepotism, sexual harassment, etc.	

* Baselines and targets are defined on the basis of achieved results in the current programme period. Baselines for the proposed programme will be collected in the first quarter of 2024. After the baseline study is completed, annual and five year targets will be revised and sent to Norad.

** These figures are cumulative (2019-2022) and include interventions funded by all SF donors.

*** Partner capacity score based on the pilot to test the digital tool for partner assessment. The baseline and targets are subject to change after further analysis.

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Stremme Foundation's Global Output Indicators

Indicators with revised annual and five-year aggregate targets

Output	Annual Targets												Five-year aggregate target								
	2024				2025				2026				2027				2028				
	# Total	# Male	# Female	# PWD	# Total	# Male	# Female	# PWD	# Total	# Male	# Female	# PWD	# Total	# Male	# Female	# PWD	# Total	# Male	# Female	# PWD	
ECD centres operational	Number of early childhood development (ECD) centres established/supported	37							133				121				90			312	
	Number of children benefitting from ECD	3 990	1 992	1 998	319	2 938	2 968	378	6 828	3 374	3 454	422	7 041	3 501	3 541	456	6 920	3 445	3 475	491	
	Number of formal schools supported	106							122				126				126			126	
Partnerships with formal schools established	Number of children enrolled in supported formal schools	25 870	13 250	12 620	543	14 834	15 106	607	35 069	17 460	17 609	660	38 780	19 239	19 542	735	40 460	20 078	20 382	1 020	
	Number of after school child clubs	30							114				110				108			322	
	Number of children attending after school clubs	960	336	624	34	2 430	1 048	1 362	49	2 680	1 180	1 510	57	2 530	1 132	1 398	51	2 450	1 108	1 342	46
Accelerated / alternative learning centres operational	Number of accelerated / alternative education centres running (new plus continuing)	198							295				325				299			1 404	
	Number of learners enrolled in accelerated / alternative education centres (new plus continuing)	4 950	2 475	2 475	50	7 605	3 803	3 803	77	7 355	3 678	3 678	75	8 105	4 053	4 053	82	7 905	3 653	3 653	74
	Number of adolescent empowerment centres established	246							148				135				78			924	
Adolescent empowerment centres and forums functioning	Number of adolescents enrolled in empowerment centres	6 144	1 424	4 720	68	7 741	2 010	5 731	95	3 454	1 222	2 232	76	3 129	1 124	2 005	69	1 800	634	1 166	33
	Number of adolescent empowerment forums established	-							239				393				403			556	
	Number of adolescents/youth in empowerment forums	-							148				135				78			924	
Adult literacy centres established	Number of adult literacy centres running	72							92				92				92			418	
	Number of learners enrolled in an adult literacy centres	1 800		1 800	18	2 300		23	2 300		2 300	23	2 300		2 300	23	1 750		1 750	18	
	Number of animators/teachers trained	622							1 145				1 144				1 010			4 724	
Supported education/training centres reinforced	Number of School Management Committees/Centre Support Teams trained	627							828				826				694			3 807	
	Number of education/training centres provided with learning materials	622							901				902				760			3 877	
	Number of community mechanisms established/supported	1 816							2 828				2 744				2 147			8 278	
Community mechanisms / savings groups strengthened	Number of individuals enrolled in community mechanisms	44 696	6 599	38 097	1 015	50 436	7 961	42 475	1 229	57 401	9 150	48 251	1 261	51 517	8 240	43 277	1 097	37 034	3 895	35 139	450
	Number of households trained on environmentally friendly practices	1 270							16 893				20 328				17 914			57 618	
	Number of home gardens implemented	560							8 529				8 221				7 064			18 600	
Formal vocational training centres running	Number of formal vocational training centres supported	40							72				63				26			259	
	Number of youth enrolled in a formal vocational training	1 216	604	612	37	2 146	1 048	1 098	58	2 559	1 214	1 346	68	2 360	1 114	1 247	65	874	437	29	
	Number of community mechanisms trained on advocacy	618							1 361				1 557				1 518			2 026	
Civil society organisations supported	Number of partners supported with Norad funds	45							45				45				45			45	

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Strømme Foundation's Global Learning and Knowledge Management Indicators

Objectives/Indicators	Baseline	Target 2024					Five-year target
		2024	2025	2026	2027	2028	
1. Strengthen digital solutions to support learning							
% of programmes have digital data collection and analysis/dashboard solutions in place	40 %	60 %	80 %	100 %	100 %	100 %	100 %
2. Implement a system for knowledge generation, analysis and sharing							
% of countries carrying out at least one annual learning and reflection meeting with partners	100 %	100 %	100 %	100 %	100 %	100 %	100 %
# of partnerships/collaborations with research institutions and development organisations	3 in 2022	3	3	3	3	3	15
# of high-quality research studies developed in the year	0	--	2	2	1	--	5
# of internal or external publications citing evidence from SF's programmes	0	--	2	2	2	2	8
3. Develop a culture of learning across the organisation							
% of staff reported feeling supported by the organisation to generate, introduce, and share learning and innovation (survey)	TBD	50 %	60 %	70 %	80 %	80 %	80 %
# of times that SF staff participated in events or commented on papers that contribute to the development debate and best practices	104 in 2022	100	100	100	100	100	500
LKM Strategy and Plan has enough resources, and it is implemented across the organisation	No	Yes	Yes	Yes	Yes	Yes	Yes
4. Use learning to promote innovation							
# of programme innovations implemented	0	1	1	1	1	1	5

LS/18

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Bangladesh Goal: 6,800 poor families from marginalised communities lead a dignified life and achieve socio-economic empowerment	% of targeted families cross the poverty line		TBD	--					80%	80%	Baseline, mid-term, final reviews	No major disasters affect programme implementation. The country's political situation remains stable.
	% of target population with acceptable Food Consumption Score (FCS)		TBD	10%	40%	40%	60%	60%	80%	80%	Baseline, mid-term, final reviews	
	% of gender based violence reduced in target communities		TBD	--	10%	20%	20%	30%	30%	35%	35%	
Outcome 1: Marginalised children of target communities access inclusive and quality education	% of children enrolled in SF programs achieved grade level competency	ECD/Bridge /Child clubs	TBD	--	80%	80%	80%	80%	80%	80%	Annually	District and Upazila education departments are responsive to the programme. Favourable education policy is in place.
	% of graduates ECD and Bridge school children mainstreamed in formal school	ECD/Bridge schools	TBD	--	90%	90%	90%	90%	90%	90%	Annually	
Output 1.1 Improved teaching and learning environment in supported formal schools	School dropout rate decreased by 50% in the target areas		TBD	--	10%	25%	40%	40%	50%	50%	Baseline, mid-term, final reviews	Formal school authorities support implementation of school activities.
	# of school teachers trained on child rights and child friendly education, good governance, etc.	Male Female Total	0	12 18 30	48 72 120	72 108 180	88 132 220	88 132 220	112 168 280	112 168 280	Quarterly	
Output 1.2 Child clubs enhance success for the slow learners to complete formal education	% of supported formal schools developed annual School Improvement Plan (SIP)		0	5%	50%	70%	80%	80%	90%	90%	Quarterly	
	# of child clubs established		0	--	70	70	70	70	70	280	Annually	
Output 1.3 Children are prepared for primary education through Early Childhood Development (ECD) centres	# of lower performing learners attending child clubs	Boys Girls Total CWD	0	--	700 700 1400	700 700 1400	700 700 1400	700 700 1400	700 700 1400	700 700 1400	Annually	
	# of ECD centres opened	Total MLE Boys Girls Total MALE children	0	6 5 45 45 90 75	59 12 590 590 1180 180	72 13 720 720 1440 195	72 13 720 720 1440 195	65 12 650 650 1300 180	39 8 390 390 780 120	241 50 2395 2395 4790 750	Annually	
Output 1.4 Enhanced access to formal education for out-of-school children through an accelerated education programme	# of recommendations implemented after Mother Language Education (MLE) meetings with key stakeholders		0	--	1	--	1	1	1	3	Annually	
	# of Bridge schools established		0	--	2	2	2	2	2	8	Annually	
Outcome 2: Adolescents in target communities are socially and economically empowered	# of out-of-school children enrolled in Bridge schools	Boys Girls Total	0	--	15 15 30	15 15 30	15 15 30	15 15 30	15 15 30	60 60 120	Annually	Parents and communities support girls' education. Local governments provide support to the programme and participants.
	% targeted adolescents have improved life skills		TBD	--	80%	80%	80%	80%	80%	80%	Annually	
Output 2.1 Adolescents' life skills improved	% trained adolescents started income generating activities		TBD	--	10%	20%	50%	50%	70%	70%	Annually	Parents and communities support girls' education. Local governments provide support to the programme and participants.
	% Early marriage reduce in the targeted community		TBD	--	5%	10%	10%	20%	30%	30%	Annually	
Output 2.2 Adolescent networks/forum strengthened	% adolescents with improved knowledge to cope with mental health issues		TBD	--	30%	50%	50%	70%	80%	80%	Annually	
	# of Shonglap centres established	Boys Centre Girls Centre Total Boys Girls Total PWD Forum Peer leaders	0	2 12 14 40 240 280 3 --	6 44 50 120 800 1000 27 16 32	9 53 62 180 1060 1240 35 38 76	9 53 62 180 1060 1240 35 38 76	9 53 62 180 1060 1240 12 60 120	4 32 36 80 640 4480 7 74 148	30 194 224 600 3880 4480 84 74 148	Quarterly	
Output 2.3 Adolescent networks/forum strengthened	% of adolescent forums formed with trained leaders		0	--	70%	70%	70%	70%	70%	70%	Annually	
	% of Shonglap forums achieved at least one advocacy success		0	--	70%	70%	70%	70%	70%	70%	Annually	

LSR

Bangladesh

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Output 2.3 Adolescents' awareness is improved	% of adolescents acquired knowledge on sexual and reproductive health rights (SRHR)		0	90%	90%	90%	90%	90%	Shonglap records, MIS	Quarterly		
	# of participants received mental health care support	Boys		6	12	16	14	48				
		Girls		54	108	144	126	432				
		Total		60	120	160	140	480	Shonglap records, MIS	Quarterly		
		PWD		3	6	8	7	27				
Outcome 3: Increased capacity of community structure to claim their rights and hold local governments, the public and private sector accountable	% of community structures that received services from public/private sector and/or local governments		TBD	30%	50%	70%	80%	80%	SRG/CBO records, MIS	Annually	Local government departments recognise CBOs and provide different services to them. There is positive environment for CBO registration.	
	% of promoted CBOs are registered with government authorities		TBD	-	5%	10%	10%	25%	SRG/CBO records, MIS	Annually		
	% of community structures have successfully achieved at least one advocated issue		TBD	30%	50%	70%	80%	80%	SRG/CBO records, MIS	Annually		
	% of women that hold strategic positions in the formal sector/community		TBD	5%	10%	15%	10%	40%	SRG/CBO records, MIS	Annually		
Output 3.1 Rights-holders are organized and strengthen in groups	# of community mechanisms mobilised and formed		360	94	-	-	-	454	CBO/SRG records, MIS	Annually		
	% of group leaders trained on leadership, financial literacy, organisational development, advocacy and networking		0	70	12	-	-	82	Results Report, MIS	Quarterly		
Output 3.2 Strengthened capacity of local governments	# of local government officials trained on transparency and accountability tools, good governance etc.		0	10%	50%	80%	80%	90%	Training reports, MIS	Quarterly		
	# of CBO representatives that participated in the Union Parishad (UP) annual action plan	Male		84	140	224	168	84	700	Results reports, MIS	Quarterly	
		Female		36	60	96	72	36	300			
	Total		120	200	320	240	120	1000				
Outcome 4: Improved livelihood and food security of target families through income generation, green jobs, and adaptation to climate change	% of targeted families increased their income by 20% from baseline		TBD	10%	30%	50%	50%	60%	Evaluation reports	Annually	Government departments support the programme and the political environment is stable.	
	% of targeted families correctly used the promoted climate resilience adaptation measures		TBD	10%	30%	50%	50%	60%	Evaluation reports	Annually		
	% of targeted households started income generating activities or expanded an existing one		TBD	40%	50%	60%	60%	80%	Evaluation reports	Annually		
	% TVET graduates are employed/self-employed in a relevant job 6 months after finalising training		TBD	30%	50%	50%	60%	80%	TVET reports, MIS	Annually		
Output 4.1 Improved marketing skills of target families	% of jobs adopted environment friendly technologies or practices		TBD	40%	50%	50%	60%	70%	Partner reports, MIS	Annually		
	% of targeted families received technical training to start or expand green IGAs		0	30%	70%	80%	80%	90%	SRG record, MIS	Quarterly		
	% of targeted households engaged in collective marketing of IGA products		0	5%	50%	50%	70%	80%	SRG record, MIS	Quarterly		
	# of commercial village established by strengthening value chain activities		0	-	22	25	20	82	SRG/CBO record, MIS	Quarterly		
Output 4.2 Families adapt to climate change and improve their resilience	% of targeted families who follow the promoted environment friendly practices	Fuel-efficient cooking	0	5%	50%	60%	60%	70%	SRG record, MIS	Quarterly		
	% of families that prepared compost with household waste	Agricultural activities	0	5%	50%	60%	60%	70%	80%	SRG record, MIS	Quarterly	
		Male		95	305	350	270	100	1120			
		Female		95	305	350	270	100	1120			
	Total		190	610	700	540	200	2240	Annual report, MIS, TVET profile	Quarterly	Youth are willing to participate in the TVET program and local authorities support the intervention.	
	PWD		2	6	7	5	2	22				
Output 4.3 Young people with enhanced skills to find gainful employment	% of TVET graduates that earn a minimum monthly income of BDT 7000/-		0	8%	20%	40%	50%	50%	Annual report, MIS, TVET profile	Quarterly		

LSR

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Myanmar Goal: 2,000 marginalised families from Ayeeyarwaddy Region and Southern Shan State improve their resilience and achieve socio-economic empowerment with dignity	% of targeted families cross the national poverty line		TBD	--	15%	25%	10%	50%	Evaluation reports / surveys	Baseline, mid-term and final reviews	Macroeconomic, political and climate stability. Targeted households are not displaced due to conflict or political disaster.	
	% of the population of the targeted families with acceptable food consumption score (FCS)		TBD	--	15%	20%	15%	50%	Evaluation reports / surveys	Baseline, mid-term and final reviews		
	% of CBOs adopt and implement disaster risk reduction strategies		TBD	--	10%	15%	--	50%	Evaluation reports / surveys	Baseline, mid-term and final reviews		
	% of women who are in leadership positions in community groups including CBOs, committees and small groups		TBD	5%	10%	20%	15%	50%	Partner reports	Annually		
Outcome 1: Children in target communities enjoy access to education in a child friendly environment	% of children enrolled in formal school after attending ECD centres		TBD	--	5%	20%	25%	50%	Partner reports	Annually		
	% of issues related to education that are addressed by the Education Committees		TBD	5%	10%	20%	--	50%	Partner reports	Annually		
	% of issues related to child rights addressed by the Child Protection Committees		TBD	5%	10%	20%	--	50%	Partner reports	Annually		
Output 1.1 Improved learning environment in supported Early Childhood Development (ECD) centres	# of ECD centers established		0	--	5	10	--	20	Partner reports	Quarterly	Restrictions are not placed on Partners to establish ECD centers.	
	Boys			--	45	75	--	165				
	Girls			--	55	125	--	235				
	Total		0	--	100	200	--	400	Partner reports	Quarterly		
Output 1.2 Enhanced support to caregivers and parents	# of ECD caregivers trained in child friendly tools		0	10	20	10	--	40	Training reports	Quarterly	Local authorities allow the formation of child protection groups.	
	# of child protection committees are formed		0	5	10	--	20	CBO record book	Quarterly			
	# of parents trained on child protection		0	50	100	250	550	1 450	Training reports	Quarterly		
Outcome 2: Adolescents become socio-economically empowered to exercise their rights	% of adolescents have improved life skills		TBD	--	50%	25%	--	75%	Partner reports	Annually	Local authorities allow the establishment of adolescent empowerment centers.	
	% adolescents involved in household decision making		TBD	--	20%	30%	--	50%	Partner reports	Annually		
	% of adolescents engaged in economic activities		TBD	--	15%	15%	--	30%	Partner reports	Annually		
	# of Sagar Wine centres established		0	--	10	10	--	20	Partner reports	Quarterly		
Output 2.1 Adolescent's life skills improved	# of adolescents participating in Sagar Wine centres		0	--	75	175	--	350	Partner reports	Quarterly	Restrictions are not in place that limit partner and center activities.	
	% adolescents that received IGA training		0	--	3	3	--	6	Training reports	Quarterly		
	# of forums established		0	--	15	15%	--	30%	Partner reports	Quarterly		
	# of participants in forums		0	--	63	237	--	312	Partner reports	Quarterly		
Output 2.2 Forums are established and strengthened	% of targeted families engaged in alternative livelihood activities		TBD	5%	10%	25%	--	50%	Partner reports	Annually	Economic situation and labor sector are stable.	
	% of families' annual income increased by 20%		TBD	--	5%	10%	10%	40%	Partner reports	Annually		
	% of families that are part of small groups that serve as a social safety nets		TBD	--	--	20%	10%	50%	Small group records	Annually		
Outcome 3: Families' food security and resilience are increased through economic activities	% of CBOs that have successfully achieved at least one advocated issue		TBD	--	--	10%	20%	50%	CBO records	Annually		
	# of community mechanisms formed		0	20	50	80	--	200	Partner reports	Quarterly		
	% of families receive financial services from small groups		0	--	5	25	--	30	Partner reports	Quarterly		
	# of small group members received IGA training		0	20	180	700	--	1 500	Training reports	Quarterly		

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Myanmar

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Output 3.2 Families engaged in on/off farm activities	% of targeted families have a home garden		0	5%	10%	20%	15%	--	50%	Partner reports	Quarterly	General economic situation remains stable.
	% of targeted families adopting environmentally friendly techniques and practices		0	--	5%	20%	25%	--	50%	Partner reports	Quarterly	
Output 3.3 Improved skills of young people	# of Youth groups established		0	2	5	15	8	--	30	Partner reports	Quarterly	The economic situation is stable and there are no restrictions in place to establish youth groups.
		Male	16	25	75	40	--	156				
	Female	24	75	225	120	--	444					
	Total	40	100	300	160	--	600					
	PWD	--	2	6	4	--	12					
	% of youth that received IGA training		0	--	10%	20%	20%	--	50%	Training reports	Quarterly	

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Nepal

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five Year Target	Means of Verification	Frequency	Assumptions/ Risks
				2024	2025	2026	2027	2028				
Nepal Goal: 10,000 poor and marginalized families have a dignified life	% of targeted families cross the national poverty line (multi-dimensional poverty line)		TBD	--	--	40%	60%	80%	80%	Baseline, Mid-term, Final	Local governments recognise the role of community based organisations (CBOs) and establish partnership with them despite of political instability.	
	% of targeted families report they experience less discrimination in their community		TBD	--	--	50%	60%	75%	75%	Baseline, Mid-term, Final		
	% of the targeted families with acceptable Food Consumption Score (FCS)		TBD	--	10%	20%	40%	40%	50%	Annually		
	% of target households are part of Self-help groups that serve as a social safety net		TBD	--	--	20%	40%	40%	60%	Baseline, Mid-term, Final		
Outcome 1: Children and adolescents from poor and marginalized families have access to inclusive, equitable, and quality education	% of SF target schools have a child friendly school environment		0	--	15%	30%	50%	70%	70%	Annually	Local governments are supportive and local public schools and communities are committed to improve the quality of education.	
	% of school going children of targeted families are learning and performing well in formal schools		TBD	--	50%	60%	70%	90%	90%	Annually		
	% of children are enrolled in school after attending ECD centers		0	--	90%	90%	90%	90%	90%	Annually		
	# of targeted schools include activities on mental health and psychosocial support in the SIP		0	--	16	15	--	--	31	Quarterly	The targeted schools are willing to adopt the approach.	
Output 1.1 Learning environment in supported schools is strengthened	% of targeted schools practice the STEAM approach		0	--	30%	50%	60%	70%	70%	Quarterly		
	% of the targeted SMCs demonstrate engagement of parents/ community members in school activities		0	--	15%	35%	50%	50%	75%	Quarterly	Schools/ local governments collaborate to implement the activity.	
	# of targeted schools supported to create a child friendly environment		0	6	12	13	--	--	31	Quarterly		
	# of ECD centres strengthened in SF working areas		0	6	20	26	26	26	26	Quarterly		
Output 1.3 Children from targeted families graduate from early childhood care centers (ECD)	Boys			72	240	310	310	310	1 242	Quarterly		
	Girls			78	260	340	340	340	1 358	Quarterly		
	Total		0	150	500	650	650	650	2 600	Quarterly		
	CWD			5	20	25	25	25	100	Quarterly		
Outcome 2: Adolescents are aware of their rights and empowered to fight against harmful practices	% of targeted adolescents have improved life skills		TBD	--	75%	75%	75%	75%	75%	Annually	The three levels of government are commitment to address exclusion and continue to focus on adolescents and youths (A/Y).	
	% of targeted adolescents participate in community and civic activities		TBD	10%	30%	50%	60%	60%	60%	Annually		
	% targeted adolescents report a reduction in cases of discrimination (early marriage and gender-based violence)		TBD	--	30%	50%	70%	80%	80%	Annually		
	% of targeted adolescents demonstrate improved self-esteem		TBD	--	80%	80%	80%	80%	80%	Annually		
Output 2.1 SAMVAD centers, forums and networks are strengthened	# of SAMVAD centres established		0	180	180	--	--	--	360	Quarterly		
	Male			900	900	--	--	--	1 800	Quarterly		
	Female			3 600	3 600	--	--	--	7 200	Quarterly		
	Total		0	4 500	4 500	--	--	--	9 000	Quarterly		
Output 2.2 Adolescents and youths are prepared to claim their rights	PwDs			20	20	--	--	--	40	Quarterly		
	# of SAMVAD graduate forums established			--	135	135	--	--	270	Quarterly		
	% of SAMVAD networks organize at least one evidence-based advocacy event to address local issues		0	--	30%	50%	90%	90%	90%	Quarterly		
	% of SAMVAD networks have their development plans and annual action plan		0	--	30%	60%	80%	80%	80%	Quarterly		
Outcome 3: Increased capacity of community mechanisms to claim their rights and operate autonomously	% of promoted community structures have successfully achieved at least one advocated issue		TBD	--	10%	20%	40%	60%	60%	Annually	The favorable norms and regulations from local governments towards institutionalising the community structures.	
	% community structures received financial and technical services from local governments		TBD	--	10%	20%	40%	60%	60%	Annually		
	% of targeted population improved their coping strategies after receiving psychosocial support		TBD	--	10%	30%	50%	70%	70%	Annually		
	% of CBOs implements climate change and Disaster Risk Reduction strategies		TBD	--	--	20%	50%	70%	70%	Annually		
Output 3.1 Target families are organised in community based structures	% community structures registered with government authorities/agencies		0	--	20%	40%	40%	80%	80%	Quarterly		
	# of SHGs formed and strengthened		0	200	200	--	--	--	400	Quarterly		
	# of community structures able to take action on climate change and environment		0	--	80	120	80	80	280	Quarterly		

LS/157

Nepal

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five Year Target	Means of Verification	Frequency	Assumptions/ Risks
				2024	2025	2026	2027	2028				
Output 3.2: Local governments deliver services and become accountable	% of community structures' representatives participated in the local government planning events		0	--	40 %	70 %	80 %	80 %	Meeting minutes of the events	Annually		
	# of government officials are trained in RBA, transparency and accountability process	Male Female Total	0	--	65 55 120	65 55 120	-- -- --	130 110 240	Partner records	Quarterly		
	# of trained Community based Psychosocial Support Workers (CPSWs) mobilised	Male Female Total	0	--	6 26 32	-- -- --	-- -- --	6 26 32	Partner records	Quarterly		
Output 3.3 Community-based mental health and psychosocial support mechanisms established	# of individuals with mental health problems in targeted communities are contacted by trained CPSWs	Male Female Total	0	--	140 200 340	90 170 260	50 130 180	20 60 80	Partner records	Quarterly		
	% of targeted families have increased their annual average income from baseline		TBD	--	TBD	20 %	40 %	60 %	Survey report on income	Annually	The areas do not have climate disasters. Stable market conditions exists for trained participants and marketing of products.	
	% of producer groups (PGs) are involved in collectively marketing		TBD	--	--	20 %	50 %	75 %	Meeting minutes of the PGs	Annually	Political stability and a peaceful environment.	
Output 4.1 Families have improved food security and economic resilience	% TVET graduates are employed/self-employed in a relevant jobs		TBD	--	--	75 %	75 %	75 %	TVET tracking sheets	Annually		
	# of targeted families establish home gardens		0	--	1 800	3 600	1 350	6 750	Family profile	Quarterly		
	# of targeted families adopt environmentally-friendly agricultural technologies/ practices		0	--	1 500	2 500	2 500	8 000	Family profile	Quarterly		
Output 4.2 Producer groups (PGs) have increased access to markets	# of targeted families received technical training to start or expand an IGA		0	--	1 800	1 800	1 800	5 400	Family profile	Quarterly		
	# of targeted families receive loans from SHGs/ MFIs to start the IGAs or enterprises		0	--	450	900	1 800	2 250	SHG record books Family records	Quarterly		
	# of targeted family members involved in commodity based producer groups		0	--	--	2 250	1 875	4 125	Partner records	Quarterly		
Output 4.3 Young people's vocational skills strengthened to find gainful employment	# of producer groups registered at respective authority/ line agencies		0	--	--	30	25	55	Registration certificate	Quarterly		
	# of youth enrolled in vocational training courses	Male Female Total	0	--	35 40 75	40 22 62	40 23 63	115 85 200	TVET tracking report	Quarterly		
	# of youth received skill test certificate from national skill testing Board/ CTEVT (NISTB)	PWD	0	--	3	3	3	9	Skill test certificate	Quarterly		
			0	--	--	80 %	80 %	80 %				

LSR

South Sudan

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks	
				2024	2025	2026	2027	2028					
South Sudan Goal: Promote social change and sustainable development through access to quality education and increased income generation	% of targeted families cross the national poverty line		TBD	10%	20%	30%	40%	50%	50%	Progress out of poverty tool	Annually	Socio-economic and political environment are favourable to the targeted interventions.	
	% of CBO / Community Structures / Communities adopt and implement disaster risk reduction strategies		TBD	20%	40%	50%	60%	70%	70%	Resilience index	Annually		
	% of the target population with acceptable Food Consumption Score (FCS)		TBD	40%	50%	55%	60%	65%	65%	Household survey	Annually		
	# of advocacy successes achieved through community mechanisms after receiving psychosocial support		0	--	8	12	16	20	20	56	Partner records		Quarterly
	% of programme participants with improved coping mechanisms		TBD	70%	70%	70%	70%	70%	70%	70%	Partner records		Annually
	% of pupils in grade III scoring above 50% in a national exam of language/ literacy and numeracy/ math		TBD	20%	25%	30%	40%	50%	50%	Early grade reading and numeracy assessment	Annually		
	% of pupils in supported schools that remain in the learning institution the following year		TBD	70%	73%	75%	80%	85%	85%	School enrollment register	Annually		
	% of supported schools have child friendly school environment		TBD	50%	55%	60%	65%	70%	70%	School records	Annually		
	% of children enrolled in formal school after attending ECD centres		TBD	70%	73%	75%	78%	80%	80%	School enrollment register	Annually		
	# of supported ECD centers and primary schools		0	7	7	7	7	7	7	7	Partner records		Quarterly
Output 1.1 Children are enrolled in supported Early Childhood Development (ECD) centers and primary schools	Male		1 000	1 100	1 210	1 331	1 464	1 628	1 928	School Enrollment registers	Quarterly	Community and school management support.	
	Female		1 000	1 100	1 210	1 331	1 464	1 628	1 928				
	Total	0	2 000	2 200	2 420	2 662	2 928	3 856	3 856				
	CWD		100	110	121	133	146	193	193				
	Males		525	578	635	689	769	1 012	1 012				
	Females	0	525	578	635	689	769	1 012	1 012				
Total		1 050	1 155	1 271	1 398	1 537	2 025	2 025	Enrollment registers	Quarterly			
CWD		53	58	64	70	77	101	101					
# of children with disabilities receiving assistive devices and technologies		0	--	70	70	--	--	--	140	School records	Quarterly		
Output 1.2 Improved Inclusive learning environment	# of teachers and caregivers trained in inclusive soft skills	Primary Schools	0	28	28	28	28	28	112	Training reports	Quarterly	Cooperation from teachers and care givers to participate in the training.	
	# of classrooms renovated in supported primary schools	ECDs	--	14	14	14	14	14	56	Partner records			
	# of inclusive toilet stances constructed	Primary Schools	0	3	3	3	3	3	12				
		ECDs	0	6	6	6	6	6	24				
			0	6	6	6	6	6	24				
			0	4	6	7	7	7	7				
Output 1.3 Increased parent and community support	# of parenting clubs established		0	7	7	7	7	7	7		Partner records	Quarterly	Support from parents and community members.
	# of school gardens established		0	--	7	7	7	7	28	Partner records	Quarterly		
	% of targeted adolescents have improved life skills		TBD	75%	75%	75%	75%	75%	75%	AEP participant survey	Annually		
Outcome 2.1: Adolescent girls confident about their future, equipped with life, literacy and green skills	% of adolescents attaining basic literacy and numeracy skills		TBD	70%	70%	70%	70%	70%	70%	AEP participant survey	Annually	Parents and the community support adolescents.	
	% of adolescents reporting not experiencing gender-based violence the last 3 months		TBD	70%	70%	70%	70%	70%	80%	AEP participant survey	Annually		
	# of adolescents enrolling in school after participating in Bonga program		0	--	53	53	53	53	210	Partner records	Annually		
	# of Bonga centres established		0	10	19	19	16	7	71	Partner records	Quarterly		
Output 2.1.1 Bonga centers established and are operational	Male		75	143	143	120	53	533	Center enrollment registers	Quarterly			
	Female	0	175	333	280	323	1 243	1 243					
	Total		250	475	475	400	1 775	1 775					
	PWD		13	24	24	20	9	89					
		0	20%	30%	40%	50%	60%	60%			60%		

LSR

South Sudan

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Annual Targets					Five year target	Means of Verification	Frequency	Assumptions/Risks
			2024	2025	2026	2027	2028				
Output 2.1.2 Bonga graduate forums established	# of forums established	None	--	4	4	4	4	16	Partner records	Annually	Cooperation from adolescents.
	# of participants in forums	Male	--	36	36	36	36	144	Forum enrollment registers	Annually	
		Female	--	84	84	84	84	336			
		Total	--	120	120	120	120	480			
Outcome 2.2 Increased support to learners to remain in formal school (P4 - P6)	% of Bonga in school participants with improved learning outcomes		30 %	35 %	40 %	45 %	50 %	50 %	School records	Annually	School management support.
	% of Bonga in school participants that remain in school the following year	TBD	90 %	90 %	90 %	90 %	90 %	90 %	School records	Annually	
	# of Bonga clubs in schools	0	3	4	4	3	--	14	Partner records	Annually	
	# of pupils attending Bonga in school clubs	Male	36	48	48	36	--	168	Child Club records	Quarterly	
Female		84	112	112	84	--	392				
Total		120	160	160	120	--	560				
Outcome 3: Vulnerable and poor people in South Sudan with increased food security and enhanced income generation opportunities	% of targeted households with increased incomes	TBD	30 %	40 %	45 %	50 %	55 %	55 %	Household survey	Annually	Commitment from stakeholders, safe environment and availability of resources.
	% of households who have in the past 12 months used the promoted climate change adaptation measures	TBD	40 %	50 %	60 %	65 %	70 %	70 %	Household survey	Annually	
	% of women that have become more involved in household decision making	TBD	65 %	70 %	75 %	78 %	80 %	80 %	Household survey	Annually	
	% of households having achieved increased productivity from their agricultural activity	TBD	30 %	40 %	60 %	65 %	70 %	70 %	Household survey	Annually	
Output 3.1 Community Managed Savings groups (CMSGs) promoted	# of CMSGs formed	None	81	162	162	162	--	567	Digital tools, MIS	Quarterly	Youth willing to participate and complete the training program.
	# of CMSG members reached	Male	729	1 458	1 458	1 458	--	5 103	Digital tools, MIS	Quarterly	
		Female	1 701	3 402	3 402	3 402	--	11 907			
		Total	2 430	4 860	4 860	4 860	--	17 010			
Output 3.2 Savings and Producer groups (SPGs) increase food production	# of CMSGs transformed into SPGs	0	--	65	130	130	130	454	Partner records	Quarterly	
	# of SPG members receiving climate smart agriculture training	Male	0	583	1 166	1 166	1 166	4 082	Training reports	Quarterly	
		Female	0	1 361	2 722	2 722	2 722	9 526			
		Total	0	1 944	3 888	3 888	3 888	13 608			
Outcome 4: Youth empowered with skills to find gainful employment	% of CVET graduates are employed/self-employed in a relevant job 6 months after completing the training	TBD	60 %	60 %	60 %	60 %	60 %	60 %	Youth survey	Annually	
	% of youth increased their income (per month or per year on average)	TBD	60 %	60 %	60 %	60 %	60 %	60 %	Youth survey	Annually	
	# of community based vocational education training centers supported	0	12	24	24	21	--	81	Partner records	Quarterly	
	# of youth participating in community based vocational education training	Male	167	328	328	278	--	1 099	Enrollment registers	Quarterly	
Female		167	328	328	278	--	1 099				
Total		333	655	655	555	--	2 198				
Output 4.1 Youth empowered with vocational skills	% of graduates passing certification test	0	70 %	70 %	70 %	70 %	70 %	70 %	Partner records	Annually	
	% of youth involved in CVET that adopt environmentally friendly technologies or practices	0	70 %	70 %	70 %	70 %	70 %	70 %	Partner records	Annually	

CS/SP

Tanzania

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets				Five-year target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027				
Tanzania Goal: Promote social change and sustainable development through access to quality education and increased income generation	% of targeted families cross the national poverty line	TBD	TBD	10%	15%	20%	30%	40%	40%	Annually	Socio-economic and political environment are favourable to the targeted interventions.
	% of CBO / Community Structures / Communities adopt and implement disaster risk reduction strategies	TBD	TBD	30%	60%	70%	75%	80%	80%	Annually	
	% of the target population with acceptable Food Consumption Score (FCS)	TBD	TBD	70%	70%	75%	75%	75%	75%	Annually	
	# of advocacy successes achieved through community accountability forums	0	0	--	18	24	30	30	102	Quarterly	
	% of programme participants with improved coping mechanisms after receiving psychosocial support	TBD	TBD	70%	70%	70%	70%	70%	70%	Quarterly	
	% of students in grade III scoring above 60% in a national exam of language/ literacy and numeracy/ math	TBD	TBD	30%	40%	50%	55%	60%	60%	Annually	
	% of pupils in supported schools that remain in the learning institution the following year	TBD	TBD	85%	90%	92%	95%	98%	98%	Annually	
	% of supported schools have child friendly school environment	TBD	TBD	50%	60%	70%	75%	80%	80%	Annually	
	% of children enrolled in formal school after attending ECD centres	TBD	TBD	85%	88%	90%	95%	98%	98%	Annually	
	# of supported ECD and primary schools	0	0	14	14	14	14	14	14	Quarterly	
Output 1.1: Children are enrolled in supported Early Childhood Development (ECD) centers and primary schools	Boys		2 800	3 080	3 388	3 727	4 099	5 399	Enrollment registers		
	Girls	0	2 800	3 080	3 388	3 727	4 099	5 399			
	Total	0	5 600	6 160	6 776	7 454	8 199	10 798			
	CWD		168	185	203	224	246	324			
	Boys		1 050	1 155	1 271	1 398	1 537	2 025			
	Girls	0	1 050	1 155	1 271	1 398	1 537	2 025			
	Total	0	2 100	2 310	2 541	2 795	3 075	4 049			
	CWD		230	253	279	307	337	421			
	# of children with disabilities receiving assistive devices	0	0	--	210	210	--	--		420	
	# of teachers and caregivers trained in inclusive soft skills	0	0	--	56	56	56	56		336	
Output 1.2: Improved inclusive learning environment	ECD		--	28	28	28	28	112	Enrollment registers		
	Primary schools	0	0	--	8	8	8	0		24	
	ECD	0	0	--	6	6	6	0		18	
	Primary schools	0	0	--	12	12	12	0		36	
	ECD	0	0	4	7	13	14	14		14	
	Primary schools	0	0	14	14	14	14	14		14	
	ECD	0	0	--	14	14	14	14		56	
	Primary schools	0	0	85%	85%	85%	85%	85%		85%	
	ECD	0	0	80%	80%	80%	80%	80%		80%	
	Output 1.3: Increased parent and community support	# of targeted adolescents have improved life skills	TBD	TBD	85%	85%	85%	85%		85%	85%
% of adolescents attaining basic literacy and numeracy skills		TBD	TBD	80%	80%	80%	80%	80%	80%		
% of adolescents reporting not experiencing gender-based violence the last 3 months		TBD	TBD	75%	75%	75%	75%	75%	75%		
% of adolescents enrolling in school after participating in Bonga programmes		TBD	TBD	--	90	90	90	90	360		
# of Bonga centres established		0	0	24	23	22	23	15	107		
Male			194	186	178	186	122	867	Annually		
Female		0	454	435	416	435	284	2 022			
Total		0	648	621	594	621	405	2 889			
# of adolescents enrolled in Bonga programme			19	19	18	19	12	87	Annually		
# of Bonga participants receiving psychosocial support		0	0	20%	40%	50%	60%	60%			

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Tanzania

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	2024	2025	2026	2027	2028	Five-year target	Means of Verification	Frequency	Assumptions/Risks
Outcome 2.2 Increased support to learners to remain in formal school (P4-9F)	% of Bonga in school participants with improved learning outcomes	% of Bonga in school participants that remain in school the following year	TBD	40%	50%	60%	65%	70%	70%	Partner records	Annually	Cooperation from adolescents.
			TBD	90%	90%	90%	90%	90%	90%	School enrollment registers	Annually	
			TBD	90%	90%	90%	90%	90%	90%	Partner records	Annually	
Output 2.1.2 Bonga graduate forums established	# of forums established	# of participants in forums	None	--	10	8	7	8	33	Partner records	Annually	Cooperation from adolescents.
			Male	--	81	65	57	65	267	Forum enrollment registers	Annually	
			Female	--	189	151	132	151	624			
Total	--	270	216	189	216	891						
Output 2.2.1 Bonga in School clubs established	# of students attending Bonga in school clubs	# of Bonga clubs in schools	None	0	10	11	9	10	51	Partner records	Annually	School management support.
			Male	120	132	132	108	120	612	Club records	Quarterly	
			Female	280	308	308	252	280	1,428			
Total	400	440	440	350	400	2,040						
Outcome 3: Vulnerable and poor people in Tanzania with improved quality of life through increased income generation and green jobs	% of targeted households with increased incomes	% of households who have in the past 12 months correctly used the promoted climate change adaptation measures	TBD	50%	60%	65%	70%	75%	75%	Household survey	Annually	Commitment from stakeholders, safe environment and availability of resources.
			TBD	75%	80%	85%	90%	95%	95%	Household survey	Annually	
			TBD	50%	60%	70%	75%	80%	80%	Household survey	Annually	
Output 3.1 Community Managed Savings groups (CMSGs) promoted	# of CMSGs formed	# of CMSGs clients reached	None	250	196	229	195	34	904	Digital tools, MIS	Quarterly	Digital tools, MIS
			Male	1,875	1,470	1,718	1,463	306	6,831	Digital tools, MIS	Quarterly	
			Female	4,375	3,430	4,008	3,413	714	15,939			
Total	6,250	4,900	5,725	4,875	1,020	22,770						
PWD	188	147	172	146	31	683						
0	75	78	92	78	323							
Output 3.2 Savings and Producer groups (SPGs) Increase food production	# of CMSGs transformed into SPGs	# of SPG members with increased access land for production	0	--	53	60	120	117	350	Partner records	Quarterly	Partner records
			0	--	293	331	652	646	1,932	Partner records	Quarterly	
			0	--	366	414	828	807	2,415			
Female	853	966	1,932	1,884	5,635							
Total	1,219	1,380	2,760	2,691	8,050							
PWD	37	41	83	81	242							
Outcome 4: Youth empowered with skills to find gainful employment	% of CVET graduates are employed/self-employed in a relevant job 6 months after completing the training	% of youth increased their income (per month or per year on average)	TBD	70%	70%	70%	70%	70%	70%	Youth survey	Annually	Youth willing to participate and complete the training program.
			TBD	70%	70%	70%	70%	70%	70%	Youth survey	Annually	
			TBD	70%	70%	70%	70%	70%	70%	Youth survey	Annually	
Output 4.1 Youth empowered with vocational skills	# of community based vocational education training centers supported	# youth participating in community based vocational education training	0	6	7	9	11	7	40	Partner records	Quarterly	Youth willing to participate and complete the training program.
			Male	81	95	122	149	95	540	Enrollment registers	Quarterly	
			Female	81	95	122	149	95	540			
Total	162	189	243	297	189	1,080						
PWD	5	6	7	9	6	32						
0	75%	75%	75%	75%	75%							
% of green skills graduates passing certification test	0	75%	75%	75%	75%							
% of youth involved in CVET that adopt environmentally friendly technologies or practices	0	75%	75%	75%	75%							

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Uganda

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks	
				2024	2025	2026	2027	2028					
Uganda Goal: Promote social change and sustainable development through access to quality education and increased income generation	% of targeted households that cross the national poverty line		TBD	10%	20%	30%	40%	50%	50%	Progress out of poverty tool	Annually	Socio-economic and political environment are favourable to the targeted interventions.	
	% of CBO / Community Structures / Communities adopt and implement disaster risk reduction strategies		TBD	30%	60%	70%	75%	80%	80%	Resilience Index	Annually		
	% of the target population with acceptable food consumption Score (FCS)		TBD	--	--	75%	--	75%	75%	Evaluation reports	Baseline, mid-term, final reviews		
	# of advocacy successes achieved through community mechanisms		0	--	18	24	30	30	30	102	Partner records		Quarterly
	% of programme participants with improved coping mechanisms after receiving psychosocial support		TBD	70%	70%	70%	70%	70%	70%	70%	Partner records		Annually
Outcome 1: Marginalised and disadvantaged children in Uganda enjoying inclusive quality education for lifelong learning	% of pupils in grade III scoring above 50% in a national exam of language/ literacy and numeracy/ math		TBD	20%	25%	30%	40%	50%	50%	Early grade reading and numeracy assessment	Annually	Community support and school involvement.	
	% of pupils in supported schools that remain in the learning institution the following year		TBD	70%	75%	80%	85%	90%	90%	School enrolment register	Annually		
	% of supported schools have child friendly school environment		TBD	50%	60%	70%	75%	80%	80%	School records	Annually		
	% of children enrolled in formal school after attending ECD centres		TBD	80%	85%	90%	95%	98%	98%	School enrolment register	Annually		
	# of supported ECD and primary schools		0	4	4	4	4	4	4	4	Partner records		Quarterly
Output 1.1 Children are enrolled in supported Early Childhood Development (ECD) centres and primary schools	# of pupils enrolled in supported primary schools	Male	800	880	968	1,055	1,171	1,171	1,543	Enrollment registers	Quarterly	Community and school management support.	
		Female	800	880	968	1,065	1,171	1,171	1,543				
	Total	1,600	1,760	1,936	2,120	2,343	2,343	3,085	Enrollment registers	Quarterly			
	CWD	80	88	97	106	117	117	154					
	Male	300	330	363	399	439	439	578	Enrollment registers	Quarterly			
	Female	300	330	363	399	439	439	578					
	Total	600	660	726	799	878	878	1,157	Enrollment registers	Quarterly			
	CWD	30	33	36	40	44	44	58					
	# of children with disabilities receiving assistive devices		0	--	40	40	--	--	80	Distribution lists	Quarterly		
	# of teachers and caregivers trained in inclusive soft skills	Primary schools		0	--	16	15	16	16	64	Training reports		Quarterly
ECDs			0	--	8	8	8	8	32				
Total			0	--	24	24	24	24	96				
# of classrooms renovated	Primary schools		0	--	4	4	4	4	12	Partner records	Quarterly		
	ECDs		0	--	6	6	6	6	24				
	Total		0	--	10	10	10	10	36				
# of inclusive toilet stances constructed	Primary schools		0	--	6	6	6	6	24	Partner records	Quarterly		
	ECDs		0	--	6	6	6	6	24				
	Total		0	--	12	12	12	12	48				
% of SF supported schools developing school improvement plans	Primary schools		0	30%	50%	70%	90%	100%	100%	School records	Quarterly		
	ECDs		0	4	4	4	4	4	16				
	Total		0	34%	54%	74%	94%	100%	100%				
# of parenting clubs established	Primary schools		0	--	4	4	4	4	16	Partner records	Quarterly		
	ECDs		0	--	4	4	4	4	16				
	Total		0	--	8	8	8	8	32				
# of school gardens established	Primary schools		0	--	4	4	4	4	16	Partner records	Quarterly		
	ECDs		0	--	4	4	4	4	16				
	Total		0	--	8	8	8	8	32				
% of adolescents have improved life skills	Primary schools		TBD	85%	85%	85%	85%	85%	85%	AEP participant survey	Annually		
	ECDs		TBD	80%	80%	80%	80%	80%	80%				
	Total		TBD	82.5%	82.5%	82.5%	82.5%	82.5%	82.5%				
% of adolescents reporting not experiencing gender-based violence the last 3 months	Primary schools		TBD	70%	70%	70%	70%	70%	70%	AEP participant survey	Annually		
	ECDs		TBD	70%	70%	70%	70%	70%	70%				
	Total		TBD	70%	70%	70%	70%	70%	70%				
% of adolescents enrolling in school or a vocational training programme after participating in Bonga program	Primary schools		0	--	90	90	90	90	360	Partner records, digital tools	Annually		
	ECDs		0	--	37	37	37	37	148				
	Total		0	--	127	127	127	127	508				
# of Bonga centres established	Primary schools		0	8	10	10	9	--	37	Partner records	Quarterly		
	ECDs		0	65	81	81	73	--	300				
	Total		0	73	91	91	82	--	337				
# of adolescents enrolled in Bonga program	Primary schools		0	151	189	189	170	--	699	Center enrollment registers	Quarterly		
	ECDs		0	216	270	270	243	--	999				
	Total		0	367	459	459	413	--	1,698				
% of Bonga participants receiving psychosocial support	Primary schools		0%	20%	30%	50%	60%	--	60%	Partner records	Quarterly		
	ECDs		0%	20%	30%	50%	60%	--	60%				
	Total		0%	20%	30%	50%	60%	--	60%				

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Uganda

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five-year target	Means of Verification	Frequency	Assumptions/Risks	
				2024	2025	2026	2027	2028					
Output 2.1.2 Bonga graduate forums established	# of forums established		0							Partner records	Annually	Cooperation from adolescents.	
		Male		3	3	3	3	12					
		Female		24	24	24	24	97					
		Total	0	57	57	57	57	227		Forum enrollment registers			
Output 2.2: Increased support to learners to remain in formal school (P4 - P6)	% of Bonga in school participants with improved learning outcomes	PWD		4	4	4	4	16					
			40%	50%	60%	65%	70%	70%		School records	Annually		
			90%	90%	90%	90%	90%	90%		School records	Annually		
			5	4	5	4	4	22		Partner records	Quarterly	School management support.	
Output 2.2.1 Bonga in School clubs established	# of pupils attending Bonga in school clubs	Male		48	60	48	48	264				School management support.	
		Female		112	140	112	112	616					
		Total	0	160	200	160	160	880		Child Club records	Quarterly		
		PWD		8	10	8	8	44					
Outcome 3: Vulnerable and poor households in Uganda with increased food security and enhanced income generation opportunities	% of targeted households with increased incomes		TBD	60%	65%	70%	75%	75%		Household survey	Annually	Commitment from stakeholders, safe environment and availability of resources.	
			TBD	60%	65%	70%	75%	75%		Household survey	Annually		
			TBD	80%	85%	90%	95%	95%		Household survey	Annually		
			TBD	60%	70%	75%	80%	80%		Household survey	Annually		
Output 3.1 Community Managed Savings groups (CMSGs) promoted	# of CMSGs formed		0	397	492	419	213	1 805		Digital tools, MIS	Quarterly		
		Male		3 335	4 133	4 175	3 520	1 789	15 162				
		Female	0	7 781	9 643	9 741	8 212	4 175	35 378		Digital tools, MIS	Quarterly	
		Total		11 116	13 776	13 916	11 732	5 964	50 540				
Output 3.2 Savings and Producer groups (SPGs) Increase food production	# of households having achieved increased productivity from their agricultural activity		0	556	689	587	298	2 527		Household survey	Annually		
			0	--	79	148	199	210	426		Digital tools, MIS	Quarterly	
			0	--	63	133	179	163	538		Partner records	Quarterly	
			0	--	378	798	1 074	978	3 228		Partner records	Quarterly	
Outcome 4 Youth empowered with skills to find gainful employment	% of SPG members with increased access to land for production	Male		473	998	1 343	1 223	4 035				Youth willing to participate and complete the training program.	
		Female		1 103	2 328	3 133	2 853	9 415					
		Total	0	1 575	3 325	4 475	4 075	13 450		Training reports	Quarterly		
		PWD		--	79	166	224	204	673				
Output 4.1 Youth empowered with vocational skills	% of CVET graduates are employed/self-employed in a relevant job 6 months after completing the training		TBD	70%	70%	70%	70%	70%		Youth survey	Annually	Youth willing to participate and complete the training program.	
			TBD	70%	70%	70%	70%	70%		Youth survey	Annually		
			0	13	16	17	16	77		Partner records	Annually		
			0	176	216	230	216	1 040					
Output 4.1 Youth empowered with vocational skills	# of youth participating in community based vocational education training	Male		216	216	203	203	1 040				Youth willing to participate and complete the training program.	
		Female		176	216	230	216	1 040					
		Total	0	351	432	459	405	2 079		Enrollment registers	Quarterly		
		PWD		18	22	23	22	104					
Output 4.1 Youth empowered with vocational skills	% of graduates passing certification test		0	--	70%	70%	70%	70%		Partner records	Annually	Youth willing to participate and complete the training program.	
			0	--	70%	70%	70%	70%		Youth survey	Annually		

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Burkina Faso

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five Year Target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Burkina Faso Goal: Poor and vulnerable individuals, households and communities strengthen their resilience and enjoy their rights to quality education and socio-economic empowerment	% of targeted households cross the national poverty line		TBD	0%	15%	20%	25%	25%	Evaluation reports	Baseline, Mid-term, Final	Socio-economic and political environment are favourable to the targeted interventions.	
	% of the target households with acceptable Food Consumption Score (FCS)		5%	--	30%	--	50%	50%	Evaluation reports	Baseline, Mid-term, Final		
	% of communities that adopt and implement disaster risk reduction strategies		TBD	10%	30%	50%	75%	100%	Partner reports	Annually		
	# of advocacy successes achieved by community mechanisms established or strengthened by SF		5%	10%	20%	30%	40%	50%	Partner reports	Annually		
Outcome 1: Improved access to inclusive, quality, formal education for out-of-school children and adolescents in the targeted communities	% of Speed School learners that are enrolled in formal school after completing Speed School	Speed School I	94%	95%	95%	95%	95%	95%	Digital tools	Annually	Commitment of stakeholders, safe environment and availability of resources.	
	% of SS graduates enrolled in formal schools that remain in the learning institution the following year	Speed School II	60%	65%	65%	65%	65%	65%	Digital tools	Annually		
	# of Speed School centres opened	Speed School I	0	20	60	80	60	280	Digital tools	Quarterly		
	# of out-of-school children (aged 8-12 at program start) enrol in SS centers (50% boys, 50% girls, 1% CWD)	Speed School II	0	250	750	1,000	750	3,500	Digital tools	Quarterly		
Output 1.1 Speed School centres established and operational	# of out-of-school children (aged 8-12 at program start) enrol in SS centers (50% boys, 50% girls, 1% CWD)	Boys	0	250	750	1,000	750	3,500	Digital tools	Quarterly		
		Girls	0	250	750	1,000	750	3,500				
		Total	0	500	1,500	2,000	1,500	7,000				
		CWD	0	5	15	20	15	70				
Output 1.2 Speed School 2 centres established and operational	# of Speed School centres with school feeding	Boys	0	50	17%	13%	--	18%	Digital tools	Quarterly		
		Girls	0	250	250	250	250	1,250				
		Total	0	2	2	2	2	6				
		CWD	0	25	25	25	25	75				
Outcome 2: Improved literacy and life skills of women (aged 20-35) in literacy centres	% of women achieved minimum proficiency level in reading, writing and mathematics	Boys	0	2	2	--	--	6	Partner reports	Quarterly		
		Girls	0	25	25	--	25	75				
		Total	0	50	50	--	50	150				
		CWD	0	1	--	--	1	3				
Output 2.1 Active Literacy courses established	% of women applying life skills in their daily life	Boys	90%	90%	95%	95%	95%	95%	Digital tools	Annually		
		Girls	90%	90%	90%	90%	90%	90%				
		Total	80%	80%	80%	80%	80%	80%				
		CWD	0	10	30	40	20	130				
Outcome 3: Communities and households improve their food security and resilience to climate change	% of women who take part in household decision making	Boys	0	250	750	1,000	500	3,250	Partner reports	Annually		
		Girls	0	3	8	10	5	33				
		Total	0	10	30	40	20	130				
		CWD	0	250	750	1,000	500	3,250				
Output 3.1 Communities and households adaptation to climate change improved	% of Active Literacy centers established and operational	Boys	0	3	8	8	8	33	Partner reports	Annually		
		Girls	0	10	30	40	20	130				
		Total	0	250	750	1,000	500	3,250				
		CWD	0	10	30	40	20	130				
Output 3.2 Households in emergency situation with food security	% of households using the promoted environmentally-friendly practices	Boys	0	30	30%	40%	40%	50%	Partner reports	Annually		
		Girls	0	30	30%	40%	40%	50%				
		Total	0	50	100	100	--	250				
		CWD	0	1,500	1,000	1,000	--	3,500				
Outcome 4: Raised economic status of vulnerable women through Community Managed Savings Groups	% of households following the promoted fuel-efficient cooking practices	Boys	0	5,000	--	--	--	5,000	Partner reports	Quarterly		
		Girls	0	500	--	--	--	500				
		Total	0	500	--	--	--	500				
		CWD	0	100%	100%	100%	100%	100%				
Output 4: Raised economic status of vulnerable women through Community Managed Savings Groups	% of households supported with food distribution	Boys	0	100%	100%	100%	100%	100%	Digital tools	Annually		
		Girls	0	60%	70%	80%	90%	90%				
		Total	0	50%	60%	80%	100%	100%				
		CWD	0	10%	20%	40%	50%	50%				

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Burkina Faso

Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets					Five Year Target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027	2028				
Output 4.1 Savings groups are formed and strengthened	# of Community Managed Microfinance Saving Groups reached		0	195	195	195	100	100	785	Digital tools	Quarterly	Involvement of targeted women and technical government services.
	# of CMSG members mobilised	Women	0	5 850	5 850	5 850	3 000	3 000	23 550	Digital tools	Quarterly	
	F.CFA in savings mobilized by CMSGs in one cycle (new groups 2024-2028)	PWD	0	59	59	59	30	30	236	Digital tools	Quarterly	
Outcome 5. Enhanced livelihood opportunities for young people as a result of vocational training	# of associations/unions established		0	15	15	15	15	15	75	Digital tools	Quarterly	Involvement of local actors and support from technical services.
	% of individuals that have gained employable skills and are in paid employment or self-employed		TBD	0 %	10 %	25 %	50 %	50 %	50 %	Partner reports	Annually	
	% of youth increased their income (per month or per year on average)		TBD	0 %	10 %	25 %	50 %	50 %	50 %	Partner reports	Annually	
	% of youth that adopt environmentally friendly technologies or practices		TBD	0 %	10 %	25 %	50 %	50 %	50 %	Partner reports	Annually	
Output 5.1 Skills of young people strengthened	# youth enrolled in vocational training centers		0	3	4	3	1	--	11	Partner reports	Quarterly	
	# of youth trained in vocational training centres (Male 50%, Female 50% and 1% PWD)	Male		30	40	30	10	--	120	Partners reports	Quarterly	
		Female	0	30	40	30	10	--	120			
		Total		60	80	60	20	--	220			
		PWD		1	2	1	0	--	4			

* Such as compost and biochar elaboration, tree planting, climate smart agriculture, improved stoves, green charcoal, etc.

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Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets				Five Year Target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027				
Mali Goal: Poor and vulnerable communities and households strengthen their resilience and enjoy their right to quality education and socio-economic empowerment	% of targeted households cross the national poverty line		30 %	35 %	40 %	45 %	50 %	50 %	Evaluation reports	Baseline, mid-term, final reviews	Socio-economic and political environment are favourable to the targeted interventions.
	% of the target households with acceptable Food Consumption Score (FCS)		TBD	--	--	60 %	80 %	80 %	Evaluation reports	Baseline, mid-term, final reviews	
	% of communities adopt and implement disaster risk reduction strategies		TBD	20 %	40 %	60 %	80 %	100 %	Partner reports	Annually	
	% of advocacy successes achieved by community mechanisms established or strengthened as a result of SF interventions		TBD	20 %	30 %	40 %	50 %	50 %	Partner reports	Annually	
Outcome 1: Improved access to inclusive, quality, formal education for out-of-school children and adolescents in the targeted communities	% of women under 18 that were married in the target communities		TBD	--	--	60 %	50 %	50 %	Evaluation reports	Baseline, mid-term, final reviews	Commitment of stakeholders, safe environment and availability of resources.
	% of Speed School learners that are enrolled in formal school after completing Speed School	Speed School I	95 %	95 %	95 %	95 %	95 %	95 %	Digital tools	Annually	
	% of SS graduates enrolled in formal schools that remain in the learning institution the following year	Speed School I	65 %	70 %	70 %	70 %	70 %	70 %	Digital tools	Annually	
	% of SS graduates enrolled in formal schools that remain in the learning institution the following year	Speed School II	90 %	90 %	90 %	90 %	90 %	90 %	Digital tools	Annually	
Output 1.1 Speed School centres established and operational	# of Speed School centres opened	Speed School II	0	110	135	135	135	650	Digital tools	Quarterly	Involvement of local actors and support from technical government services.
	# of out-of-school children (aged 8-12 at program start) enrol in SS centers (50% boys, 50% girls, 1% CWD)	Boys	1 375	1 688	1 688	1 688	1 688	8 125	Digital tools	Quarterly	
		Girls	1 375	1 688	1 688	1 688	1 688	8 125	Digital tools	Quarterly	
		Total	2 750	3 375	3 375	3 375	3 375	16 250	Digital tools	Quarterly	
Output 1.2 Speed School 2 centres established and operational	# of Speed School centres in emergency context	CwD	28	34	34	34	34	163	Digital tools	Quarterly	Involvement of local actors and support from technical government services.
	# of Speed School centres with school feeding		23 %	19 %	19 %	19 %	19 %	12 %	Digital tools	Quarterly	
	# of children benefiting from school feeding (50% girls)		23 %	19 %	22 %	19 %	19 %	19 %	Digital tools	Quarterly	
	# of Speed School 2 centres opened		0	625	625	625	625	3 125	Digital tools	Quarterly	
Outcome 2: Improved literacy and life skills of adolescents and women (aged 15-35) in literacy and empowerment centres	# of Speed School 2 centres opened		0	2	10	2	10	24	Partner reports	Quarterly	Involvement of local actors and support from technical government services.
	# of out-of-school children (aged 13 to 14 at program start) enrol in SS centers (50% boys, 50% girls, 1% CWD)	Boys	25	125	25	125	125	300	Partner reports	Quarterly	
		Girls	25	125	25	125	125	300	Partner reports	Quarterly	
		Total	50	250	50	250	250	600	Partner reports	Quarterly	
Output 2.1 Active Literacy courses established	% of learners trained on mental health, reproductive health, and maternal/childcare	CwD	1	3	1	3	3	6	Partner reports	Quarterly	Commitment from stakeholders, safe environment and availability of resources.
	% of learners achieved minimum proficiency level in reading, writing and mathematics	Total	0	100 %	100 %	100 %	100 %	100 %	Partner reports	Quarterly	
	% of adolescents using life skills in their daily life	Women	90 %	95 %	95 %	95 %	95 %	95 %	Digital tools	Annually	
	% of adolescent girls and women who take part in household decision making	Adolescents	90 %	95 %	95 %	95 %	95 %	95 %	Digital tools	Annually	
Output 2.2 Tamadash centers and forums established	# of Active Literacy centers established and operational	Women	80 %	80 %	80 %	80 %	80 %	80 %	Digital tools	Annually	Youth involvement and support from local stakeholders and technical services.
	# of women trained on Active Literacy	Adolescents	80 %	80 %	80 %	80 %	80 %	80 %	Digital tools	Annually	
	# of Tamadash centres	Women	0	32	32	32	30	158	Partner reports	Quarterly	
	# of adolescents trained and supported	Adolescents	0	800	800	800	750	3 950	Partner reports	Quarterly	
Output 2.3 Adolescents and women empowered to address challenges affecting their lives	# of forums established	Total	0	10	10	10	10	50	Digital tools	Quarterly	Youth involvement and support from local stakeholders and technical services.
	# of adolescents in forums trained on advocacy, lobbying and local government planning processes and social cohesion	PWD	0	8	8	8	8	40	Digital tools	Quarterly	
	# of adolescents and women trained on mental health, sexual and reproductive health including family planning	Boys	0	50	50	50	50	250	Digital tools	Quarterly	
		Girls	0	200	200	200	200	1 000	Digital tools	Quarterly	
	Total	0	250	250	250	250	1 250	Digital tools	Quarterly		
	PWD	0	3	3	3	3	13	Digital tools	Quarterly		
	# of forums established		0	--	9	9	9	36	Digital tools	Quarterly	
	# of adolescents in forums trained on advocacy, lobbying and local government planning processes and social cohesion		0	100 %	100 %	100 %	100 %	100 %	Partner reports	Quarterly	
	# of adolescents and women trained on mental health, sexual and reproductive health including family planning		0	1 050	1 050	1 050	1 000	5 200	Partner reports	Quarterly	

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Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Annual Targets					Five Year Target	Means of Verification	Frequency	Assumptions/Risks
			2024	2025	2026	2027	2028				
Outcome 3. Strengthen climate resilience to increase household food production	% of targeted households using the promoted environmentally friendly practices*	TBD	80 %	80 %	80 %	80 %	80 %	Partner reports	Annually	Socio-economic and political environment are favourable to the targeted interventions.	
	% of households following the promoted fuel-efficient cooking practices	TBD	80 %	80 %	80 %	80 %	80 %	Partner reports	Annually		
	% of households in emergency situation meeting their food requirements	TBD	80 %	80 %	80 %	80 %	80 %	Partner reports	Annually		
	# of hectares of land managed using environmentally sustainable practices	TBD	80 %	80 %	80 %	80 %	80 %	Partner reports	Annually		
Output 3.1 Communities adaptation to climate change improved	# of targeted household trained on environmentally friendly practices*	0	500	500	500	500	2 500	Partners reports	Annually	Households are interested in participating in the trainings.	
	# of trees planted (50 ha/year)	0	50	50	50	50	250	Partner reports	Annually		
Output 3.2 Households in emergency situation with food security	# of households supported with food distribution	0	450	450	450	450	2 250	Partner reports	Annually	Commitment of stakeholders, safe environment and availability of resources.	
	% of CMMSG members started new IGAs or expanded an existing one	90 %	92 %	94 %	96 %	100 %	100 %	Digital tools	Annually		
	% of members achieved at least 1 of their goals by the end of the cycle using their savings and/or loan	90 %	92 %	94 %	96 %	100 %	100 %	Digital tools	Annually		
	% of women participated in local decision-making bodies and having leadership positions	TBD	30 %	35 %	40 %	45 %	50 %	Digital tools	Annually		
Output 4.1 Savings groups are formed and strengthened	% of CMMSG associations used an alert system to prevent corruption, gender-based violence and exploitation	0	50 %	55 %	60 %	65 %	70 %	Digital tools	Annually	Involvement of targeted women and technical government services.	
	# of CMMSG groups created	0	75	75	75	75	375	Digital tools	Quarterly		
	# of CMMSG members mobilised	0	2 250	2 250	2 250	2 250	11 250	Digital tools	Quarterly		
	F.CFA in savings mobilized by CMMSGs in one cycle (new groups 2024-2028)	0	23 400 000	117 000 000	210 600 000	280 800 000	409 500 000	1 041 300 000	Digital tools		Quarterly
Outcome 5: Enhanced livelihood opportunities for young people as a result of vocational training	% of CMMSG associations trained on the prevention of corruption, gender-based violence and exploitation	0	15	15	15	15	75	Digital tools	Quarterly	Involvement of local actors and support from technical services.	
	% of CMMSG associations engaged in collective marketing	30 %	30 %	30 %	30 %	30 %	30 %	Digital tools	Quarterly		
	% of youth employed/self-employed in a relevant job 6 months after ending training	90 %	95 %	95 %	98 %	100 %	100 %	Partner reports	Annually		
	% of youth increased their income (per month or per year on average)	TBD	95 %	95 %	98 %	98 %	100 %	Partner reports	Annually		
Output 5.1 Skills of youth strengthened	% of youth that adopt environmentally friendly technologies or practices	TBD	50 %	50 %	50 %	50 %	50 %	Partner reports	Quarterly		
	# of vocational training centers opened and operational		4	4	4	4	20	Partner reports	Quarterly		
	# of youth enrolled in vocational training	Men		40	40	40	40	200	Partner reports		Quarterly
		Women		40	40	40	40	200			
Total			80	80	80	80	400				
	PWD		1	1	1	5					

* Such as tree planting, Zai, climate smart agriculture, use of improved seeds, use of organic fertiliser, improved stoves, green charcoal, biochar elaboration, etc.

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Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets				Five Year Target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027				
Niger Goal: Poor and vulnerable families and communities strengthen their resilience and enjoy their right to quality education and socio-economic empowerment	% of targeted families/households cross the national poverty line		TBD	40%	42%	45%	50%	55%	Evaluation reports	Baseline, Mid-term, Final	Socio-economic and political environment are favourable to the targeted interventions.
	% of the target population/households with acceptable Food Consumption Score (FCS)		TBD	--	--	60%	--	80%	Evaluation reports	Baseline, Mid-term, Final	
	% of Communities adopt and implement disaster risk reduction Strategies		TBD	20%	40%	60%	80%	100%	Partner records	Annually	
	% of advocacy successes achieved by community mechanisms established or strengthened by SF		TBD	40%	50%	60%	65%	70%	Partner records	Annually	
	% of women under 18 were married in the target communities		TBD	70%	65%	60%	50%	50%	Evaluation reports	Baseline, Mid-term, Final	
Outcome 1: Improved access to inclusive, quality, formal education for out-of-school children and adolescents in the targeted communities	% of Speed School learners that are enrolled in formal school after completing Speed School	Speed School I	94%	90%	90%	90%	90%	90%	Digital tools	Annually	Commitment of stakeholders, safe environment and availability of resources.
	% of SS graduates enrolled in formal schools that remain in the learning institution the following year	Speed School II	60%	65%	65%	65%	65%	65%	Digital tools	Annually	
	# of Speed School centres opened	Speed School I	58%	60%	60%	60%	60%	60%	Digital tools	Annually	
	# of out-of-school children (aged 8-12 at program start) enrol in SS centers (50% boys, 50% girls, 1% CWD)	Speed School II	0	60	90	90	90	90	Digital tools	Quarterly	
Output 1.1 Speed School centres established and operational	Boys		750	1 125	1 125	1 125	1 125	5 250			Involvement of local actors and support from technical government services.
	Girls		750	1 125	1 125	1 125	1 125	5 250			
	Total		0	1 500	2 250	2 250	2 250	10 500	Digital tools	Quarterly	
	CWD		0	15	23	23	23	105	Digital tools	Quarterly	
Output 1.2 Speed School 2 centres established and operational	# of children benefiting from school feeding (50% girls)		0	67%	--	--	--	10%	Digital tools	Quarterly	Involvement of local actors and support from technical services.
	# of Speed School 2 centres opened		0	1 000	--	--	--	1 000	Digital tools	Quarterly	
	Boys		0	4	4	--	4	12	Partner reports	Quarterly	
	Girls		0	50	50	--	50	150	Partner reports	Quarterly	
Outcome 2: Improved literacy and life skills of adolescents and women (aged 15-35) in literacy and empowerment centres	% of learners achieved minimum proficiency level in reading, writing and mathematics	Active Literacy	90%	95%	95%	95%	95%	95%	Digital tools	Annually	Commitment of stakeholders, safe environment and availability of resources.
	% of adolescents and women using life skills in their daily life	Tamadash	90%	95%	95%	95%	95%	95%	Digital tools	Annually	
	% of adolescent girls and women who take part in household decision making	Active Literacy	80%	90%	90%	90%	90%	90%	Digital tools	Annually	
	# of Active Literacy centers established and operational	Tamadash	80%	80%	80%	80%	80%	80%	Digital tools	Annually	
	# of women enrolled in Active Literacy	Active Literacy	0	30	30	20	20	130	Partner reports	Quarterly	
	# of Tamadash centres	Women	0	750	750	500	500	3 250	Partner reports	Quarterly	
	# of adolescents enrolled and trained in Tamadash centres	PWD	0	8	8	5	5	33	Digital tools	Quarterly	
	# of forums established	Boys	0	--	15	15	10	55	Digital tools	Quarterly	
	# of adolescents in forums trained on advocacy, lobbying and local government planning processes and social cohesion	Girls	0	--	75	75	50	275	Digital tools	Quarterly	
	# of adolescents and women trained on mental health, sexual and reproductive health including family planning	Total	0	--	300	300	200	1 100	Digital tools	Quarterly	
Output 2.3 Adolescents and women empowered to address challenges affecting their lives	# of forums established	PWD	0	4	4	4	3	14	Digital tools	Quarterly	Youth involvement and support from local stakeholders and technical services.
	# of adolescents in forums trained on advocacy, lobbying and local government planning processes and social cohesion	Active Literacy	0	100%	100%	100%	100%	100%	Training reports	Quarterly	
	# of adolescents and women trained on mental health, sexual and reproductive health including family planning	Active Literacy	0	750	1 125	875	750	4 625	Training reports	Quarterly	
	# of forums established	Active Literacy	0	750	1 125	875	750	4 625	Training reports	Quarterly	

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Goal/Outcome/Output	Objectively Verifiable Indicators	Disaggregation	Baseline	Annual Targets				Five Year Target	Means of Verification	Frequency	Assumptions/Risks
				2024	2025	2026	2027				
Outcome 3: Communities and households improve their food security and resilience to climate change	% of households using the promoted environmentally friendly practices		TBD	50 %	60 %	60 %	70 %	70 %	Partner reports	Annually	Socio-economic and political environment are favourable to the targeted interventions.
	% of households following the promoted fuel-efficient cooking practices		TBD	50 %	70 %	80 %	80 %	85 %	Partner reports	Annually	
	% of households in emergency situation meeting their food requirements		TBD	80 %	80 %	80 %	80 %	80 %	Partner reports	Annually	
Output 3.1 Communities adaptation to climate change improved	# of targeted households trained on environmentally friendly practices		0	500	500	500	500	2 500	Partner reports	Quarterly	Households are interested in participating in the trainings.
Output 3.2 Households in emergency situation with food security	# of households supported with food distribution		0	500	500	500	500	2 500	Partner reports	Quarterly	
Outcome 4: Improved economic status of vulnerable women through Community Managed Saving Groups (CMSGs) and Income Generating Activities (IGAs)	% of CMSG members started new IGAs or expanded an existing one		90 %	92 %	94 %	96 %	98 %	100 %	Digital tools	Annually	Commitment of stakeholders, safe environment and availability of resources.
	% of members achieved at least 1 of their goals by the end of the cycle using their savings and/or loan		90 %	92 %	94 %	96 %	98 %	100 %	Digital tools	Annually	
	% of women participated in local decision-making bodies and/or have leadership positions		TBD	30 %	35 %	40 %	45 %	50 %	Digital tools	Annually	
	% of CMSG associations used an alert system to prevent corruption, gender-based violence and exploitation		0	50 %	55 %	60 %	65 %	70 %	Digital tools	Annually	
	# of CMSG groups created		0	200	200	200	200	1 000	Digital tools	Quarterly	
Output 4.1 Savings groups are formed and strengthened	# of CMSG members mobilised	Women	0	6 000	6 000	6 000	6 000	30 000	Digital tools	Quarterly	Involvement of targeted women and technical government services.
		PWD	0	60	60	60	60	300	Digital tools	Quarterly	
	F.CFA in savings mobilized by CMSGs in one cycle (new groups 2024-2028)		0	23 400 000	117 000 000	210 600 000	280 800 000	409 500 000	Digital tools	Quarterly	
	# of CMSG associations formed and trained on the prevention of corruption, gender-based violence and exploitation		0	8	8	8	8	8	40	Digital tools	
	% of CMSG associations engaged in collective marketing		0	30 %	30 %	30 %	30 %	30 %	Digital tools	Quarterly	

* Such as compost and biochar-elaboration, tree planting, climate smart agriculture, improved stoves, green charcoal, etc.

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