

Activity Appraisal Document ODA

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I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in on [Rijksporaal](#). For a more detailed description you can find additional information in the [OS-Gegevenswoordenboek \(Dutch\)](#).

For the **highlighted** subjects in table below the [OS-Gegevenswoordenboek \(Dutch\)](#) and [Rijksporaal \(English\)](#) give further explanation .

Application number	4000003265
Short name application	Better Aid in Conflict
Long name application	Conflict Sensitivity Resource Facility: Better Aid in Conflict
Description application	<p>Since the 1980s, international aid has been one of the most significant external resources in South Sudan and is now integrated into the fabric of its society and economy. It interacts with short-term and long-term economic, political, and conflict dynamics in ways that are often overlooked. Donors and aid organisations often fail to find the time to reflect meaningfully on how their presence and decisions interact with these dynamics, or to act collectively to address complex challenges. Meanwhile, researchers and academics produce new reports and analysis every month, but struggle to be relevant to those who are designing and implementing programmes.</p> <p>The Conflict Sensitivity Resource Facility (CSRF) will host a series of events and roundtables designed to convene donors, diplomats, students, civil society, academics, and policy makers to discuss the larger questions around the aid community's role in South Sudan. The events will focus on how international efforts and resources can achieve greater long-term good, while minimising both short- and long-term harm. The process is intended to provide safe spaces to discuss the challenges facing the aid community in South Sudan, and develop joint analysis that can underpin collective action.</p> <p>The embassy wants to maintain conflict sensitivity in its programming, the Embassy will therefore continue its cooperation with a group of donors including the United Kingdom's Department for International Development (DFID), Canada and Swiss Development Cooperation to further support the Juba based Conflict Sensitivity Resource Facility (CSRF).</p> <p>Considering the intricate nature of defining conflict factors and possible mediating measures in a rapidly moving and ever changing playing field conflict sensitivity analysis and research,</p>

	capacity development through trainings and maintaining an online knowledge platform/repository that is easily accessible to donors and its partners remains an essential part of program and project design at the embassy. In addition, implementing partners will also be able to use the facility for tailor-made advise and training.		
Budget holder	JBA		
Date of receipt of application	01-04-2019		
<u>Business Partner</u>	DFID		
Number business partner	30011175		
Implementing organisation(s)			
<u>Legal relationship</u>	Arrangement/ contribution		
<u>Commitment</u> in foreign currency (if applicable)	GBP 1 mln		
Corporate rate	1.1		
<u>Commitment</u> in euros	EURO 1.1 mln		
Funds centre	1704U03040009		
Activity start date	01-06-2019		
Activity end date	31 december 2024		
Contract start date	01-09-2019		
Contract end date	31 december 2023		
<u>Aid modality</u>	Other programme aid		
<u>Donor role</u>	Silent partner		
<u>Technical assistance</u>	TA=100 100% of the activity budget		
<u>Beneficiary's country/region</u>	South Sudan		
<u>Countries within the region (if applicable)</u>	NA		
Location within the country (be as specific as possible)	Territory	Name of location(s)	All off South Sudan
<u>CRS Code</u>	15220		
<u>Policy marker weight is 'principal' (no minimum or maximum amount)</u>	InsOntw; PD/GG		

<u>Policy marker weight is 'significant' (no minimum or maximum amount)</u>	GlbkMV
<u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u>	NA

II. ACTIVITY APPRAISAL

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

Conflict sensitive approach to delivery of development and humanitarian assistance to beneficiaries is a main focus of the Netherlands under Security and Rule of Law theme Goal 5: "Conflict-sensitive employment and social services". Under this Goal area, projects funded by the Dutch Government are expected to provide inclusive social services to all persons. It is also clearly noted that these shared services and economic enterprises have the potential to foster peaceful coexistence if the people realize common benefit from such activities. The policy also calls for context specific conflict sensitive approaches to programming under the operational principles. Each situation calls for its specific context therefore "before we can explore opportunities for intervention, it is essential to chart existing power structures (through political and economic analysis and gender analysis) and to identify the causes of conflict and the parties involved (through conflict analysis and stakeholder analysis)".

2.1.1 Description policy relevance

Conflict sensitivity is central to operationalization of projects in South Sudan especially since the outbreak of conflict in 2013 and subsequent deterioration in July 2016 with ever-present impact up until today. This has made a cross cutting conflict sensitivity inevitable and it's expected to result in fairer interventions that incorporates the needs of the vulnerable populations such as women and children, the disabled and elderly as well the socially disadvantaged or aggrieved without causing or contributing to existing conflict. This support to the conflict sensitivity Resource Facility is expected to reinforce Dutch Contribution to realization of peace, security, rule of law by minimizing the negative impact of project interventions while maximizing the positive outcome of those projects.

2.1.2 Appraisal

The Conflict sensitivity facility was set up in August 2016 with the aim of providing participating donors and their selected implementing partners with services that assist them in analyzing and reflecting on the South Sudan context and adopting principles, practices and programming that enhance conflict-sensitive engagement. In the initial stage of the initiative the facility was funded by DFID, Canada and the Swiss Development Cooperation. The Netherlands Embassy joined the initiative in 2018 with a moderate amount of funding. Through this funding, the embassy is offering support to improve the capacity of the CSRF and first and foremost to provide these services.

The facility is relevant to the crosscutting themes of women’s rights as it on the one hand takes into account the role that women can play in decreasing conflict whilst on the other hand decreasing the risk of conflict and its adverse effect for women. The facility helps guide private sector development initiatives to avoid investments in sectors or areas which may by inadvertently support and strengthen armed forces in the country. The facility aims to and has clear potential to strengthen civil society organizations.

The activity ties in with the annual plan and the resilience programming which is the core of the embassy developmental programming. Interventions in the field need to be assessed on conflict sensitivity as these inadvertently might influence conflict in one way or another. CSRF has proved to be highly relevant and has taken an important advisory role for the Netherlands Embassy from the initial stage of project design to project execution by vetting proposals on conflict sensitivity and direct advice on mitigating measures to curtail possible unintended consequences of programming. DFID will lead the consortium donors (EKN, Swiss Development Cooperation, Canada and the Netherlands) in the day to day management of this fund.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and intervention logic).	<input type="checkbox"/> <p>The proposed intervention ties in with both the main objective and the secondary objectives .</p>	2	The intervention clearly identifies how unintended results from an intervention, in this case conflict, may be avoided.
2.1.2	The proposed intervention ties in with the ODA priorities	<input type="checkbox"/> <p>The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.</p>	2	The proposal meets the criteria set by international agreement for countries' contributions to development cooperation. It lowers the possibility of conflict being spurred by interventions and or policy lines. Better interventions increase access to goods and services that promote

				economic development and prosperity South Sudan.
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP	<input type="checkbox"/> <p>The intervention is specifically mentioned in the result chain of the MIB/MASP.</p>	2	<u>The intervention connects directly to the MASP which prescribes all interventions to be conflict sensitive.</u>
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthening of civil society organisations	<input type="checkbox"/> <p>The proposed intervention is relevant to more than one of the crosscutting themes.</p>	2	<u>The intervention is highly relevant to mentioned cross cutting themes. Most often women, civil society and climate suffer the badly as a result conflict.</u>
Total score (maximum 8 out of 8 points)			8	

2.2 Problem analysis and lessons learned

While international aid addresses humanitarian and development needs, in fragile and conflict affected states it can also do harm by worsening ethnic divisions, fueling corruption, or aiding military campaigns. Lessons learned from the previous contract is that there is a great need in the donor community to identify conflict sensitivity issues to determine provide sound policy directions and determine the merit and possible unintended effects of donor interventions. The international community needs to have a deep understanding of local context to manage these risks but struggles to meet this requirement in South Sudan. The setting is complex and conflict actors and elites have become adept at manipulating aid.

2.2.1 Description

Evidence shows that poorly conceived aid delivery in conflict affected states can do significant harm whether by worsening ethnic divisions, fueling elite patronage and corruption, or by allowing armed groups to manipulate and divert aid for their own ends. International aid has been one of the most significant external resource inputs into South Sudan since the 1980s and is now integrated into the fabric of its economy, social structures and conflicts. Conflict actors and local and national

elites are adept at manipulating aid to support their objectives. As alternative sources of income to the country have dwindled since 2013 these funds have become increasingly important.

Therefore international aid needs to be informed by a deep understanding of the local context to avoid such problems. Yet the international community struggles to understand the complex South Sudanese context for lack of time, skills and analysis. The aid system in South Sudan is fragmented and experiences rapid staff turnover. The Better Aid in Conflict program will support the international aid effort in South Sudan to overcome these problems and be fully 'conflict sensitive': minimizing the negative effects (risks) of aid delivery, while maximizing the positive contributions of aid delivery towards peace and stability. The program builds on the lessons from a successful pilot program funded by the UK Government in tandem with other donors (Netherlands, Canada and Switzerland 2016 to 2018).

The programme is in the interest of donors, reducing the likelihood that aid delivery fuels further rounds of conflict, corruption and violence, safeguarding beneficiaries and potentially protecting the donors from reputational damage. The Better Aid in Conflict program will support the international aid effort in South Sudan to be 'conflict sensitive', minimizing the negative effects (risks) and maximizing the positive effects (opportunities) of all forms of aid, so as to contribute towards peace and stability whenever possible. The UK is the lead donor and will provide £5.8m to fund establishment of this £8.3m multi-donor program in South Sudan from 2019-2023. The governments of Canada, the Netherlands and Switzerland will contribute funding in line with their budgets. The program will fund a Conflict Risk Facility. The facility will provide high-quality advice, coaching and technical support to donors and aid implementers, helping them to adapt programming, tools and policies, while also and performing an accountability function – holding agencies and donors to account for their compliance with conflict sensitivity standards and principles.

2.2.2 Appraisal

Appraise the [contextual analysis](#) of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.2 Contextual analysis	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	<input type="checkbox"/> <p>The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.</p>	2	The proposal establishes a clear trail of thought in which the context is analysed forming a sound basis for defining the actual problem and program objectives
2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	<input type="checkbox"/> <p>The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with examples.</p>	2	Program is country wide
2.2.3	The proposal justifies the choice of target group .	<input type="checkbox"/> <p>The proposal clearly justifies the choice of target group.</p>	2	There beneficiaries at different levels. On the one hand there are donors who benefit as they are able to improve their programming whilst on the other unintended (conflict) as result of programming will be limited which should benefit

				communities at large
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	<input type="checkbox"/> The proposal sets out the involvement of actors, both in formulating the proposal and in the proposed intervention (including its management).	2	The proposal is built upon an extensive consultation with relevant actors and stakeholders.
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	<input type="checkbox"/> The proposal sets out who has a stake in the programme/project and details their relative interests.	2	It is clear which parties will be beneficiary
2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	<input type="checkbox"/> The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.	2	The proposed activities actually involve continuous cycles of evaluation and space to redirect substance and priorities within the bounds overarching goals which are formulated for the program
Total score (maximum ¹² out of 12 points)			12	

[2.3 Objectives \(outcomes\), results \(outputs\), activities and resources, based on the SMART principle](#)

[2.3.1 Description](#)

The project approach suggest a monitoring, evaluation and learning (MEL) approach tailored to adaptive programming. This adaptive approach is a key factor as conflict sensitivity programming involve continuous adaptation to a complicated and changing set of circumstances during the life cycle of the project. Review of earlier efforts concluded that evaluative approaches that do not require results frameworks include outcome mapping and outcome harvesting. Rather a problem

driven and adaptive design that provide the foundation for conflict sensitivity activities. The MEL approach will therefore be used to enable a problem-driven and adaptive design.

The MEL approach places activities within a framework which is comprised of several tiers. The first tier of the MEL framework monitors the overall program results. As conflict sensitivity entails many processes which simply cannot be foreseen in advance part of the program is actually identifying outcomes through an iterative and adaptive process. Activities in the first tier are aimed at the objective of harvesting outcomes on a bi-annual basis through monitoring, reporting and learning. The second tier of the MEL framework monitors the activity results. The outputs and intermediate outcomes achieved through particular activities should be more easily foreseeable in advance as part of the rationale for conducting an activity. This second tier will draw on a toolbox of MEL methods tailored to the specific activities being undertaken. These two tiers of the MEL framework are designed to be complementary. The first tier entails a review of the overall outcomes that are relevant to conflict sensitivity. The second tier determines whether outcomes established in the first tier are actually relevant, efficient and effective.

To be more specific, outcome harvesting workshops will be organized twice yearly, and co-facilitated by the BAC Learning Advisor, with support from a London-based member of the BAC team. Outcomes will be identified upon specific relevance to South Sudan, ranking on importance and verified through specific evidence. The facility will specifically advise on: forward-planning to build on promising results and adapting programming where necessary to ensure results are maximized. The outcomes harvested also provide a data-set for validation by others – participants, consortium members, or external actors.

The learning process that BAC is facilitating through its activities is the base for the continuance of activities after the facility ceases to exist. Members of the development community will be able to internalize lessons learned and be able to act upon the intricate aspects of conflict sensitive programming.

Tier 2 will develop a developmental evaluation toolbox. To complement the outcome harvesting process, the BAC Learning Advisor will also ensure that individual activities undertaken by BAC are appropriately monitored. The focus of this monitoring will be evaluative seeking to provide an evidence base for forming.

Appraisal with regard to gender:

This project will help the Embassy and its implementing partners to understand the existing context and power relations in the communities where projects will be implemented. The insights will be used to design gender focused and conflict sensitive programs that have a high likelihood to succeed in the specified context. Needs of vulnerable groups such as girls and women are already priority areas for any projects of the Embassy and the conflict sensitivity support will help identify the existing gender gaps among other things that will need to be taken into consideration when designing projects, implementing, monitoring and evaluating projects.

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated. <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated. The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders. The objectives formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s). <input checked="" type="checkbox"/>	5
<p>EXPLANATION/ REFERENCES</p> <p>The program is set for delivering services set out in the Terms of Reference in a coherent and complementary manner in pursuit of the program outcome.</p> <p>Additional appreciation gender indicator 3:</p>			

2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	<p>Relevant performance indicators have been formulated for each outcome.</p> <p>A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	3
<p>EXPLANATION/ REFERENCES</p> <p>Additional appreciation gender indicator 1:</p>			
2.3.3	The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.	<p>The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p>The outputs are specific.</p> <p>There is a clear link between the outputs and the out-comes, i.e. the outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are acceptable to the target group and other</p> <p>The outputs formulated are realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>	5
<p>EXPLANATION/ REFERENCES</p> <p>Assessments will be conducted to achieve a first set of targets for support, develop action plans and agree outcome indicators for each target.</p>			

2.3.4	Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.	<input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output. <input checked="" type="checkbox"/> A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator. <input checked="" type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.	3
EXPLANATION/ REFERENCES <p>Baseline, targets and verification methods are put on to collect gender specific information. Please explain.</p> <p>Communities will have increased knowledge and skills in conflict analysis, issue identification and prioritisation, joint action planning, inclusivity, conflict resolution and dialogue, and conflict and gender sensitivity</p> <p>Local, sub-national and national (formal and informal) authorities (including state and non-state security providers) regularly consult with communities, including women and youth, on local conflict and insecurity issues.</p> <p>Civil society (including for women and youth-focused organisations) are able to build consensus and to individually and collectively advocate at all levels on peace and security.</p>			
2.3.5	There is a logical link between the proposed activities and the outputs formulated.	<input checked="" type="checkbox"/> The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.	1
EXPLANATION/ REFERENCES			
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q). <input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.	2
EXPLANATION/ REFERENCES			

2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<p><input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities.</p> <p><input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be</p> <p><input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.</p>	4
<p>EXPLANATION/ REFERENCES</p> <p>Contextual analysis of the overall recovery process will take place focusing on conflict indicators, issues and dynamics.</p>			
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<p><input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity.</p>	4

		<input checked="" type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources. <input checked="" type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.			
EXPLANATION/ REFERENCES <p>The 'Contributing to Poverty Reduction through Community Security and Peacebuilding' is being implemented by Saferworld in partnership with six local organisations across six counties in South Sudan. This ensures the strengthening of capacity of conflict-affected communities, formal and informal authorities, and civil society actors, to collaboratively identify, prioritise, plan, and resolve conflict and insecurity issues, and to build partnerships with other institutions committed to improving livelihoods, and bring their knowledge and expertise into dialogues on peace and security in the national arena.</p>					
Total score (maximum score 27 points)				2	

2.4 Cooperation, harmonisation and added value

The Conflict sensitivity facility was set up in August 2016 with the aim of providing participating donors and their selected implementing partners with services that assist them in analyzing and reflecting on the South Sudan context and adopting principles, practices and programming that enhance conflict-sensitive engagement. Currently the facility is funded by DFID, Canada, the Swiss Development Cooperation and the Embassy of the Kingdom of the Netherlands. The Netherlands Embassy will, through this continued funding, join with other donors to improve the capacity of the CSRF to provide these services. DFID will lead the consortium donors (EKN, Swiss Development Cooperation and Canada) in the day to day management of this fund.

III IMPLEMENTING / MANAGING ORGANISATIONS

Give a short and clear description of the implementing organisation(s), also describing their experience in integrating gender aspects into programs and projects.

3.1 Implementing organisation

3.2 Managing organisation

IV. RISKS AND MITIGATING MEASURES

4.1 Contextual risks

4.2 Program risks

4.3 Risks relating to the implementing organisation

V. IMPLEMENTATION

5.1 Table 4: Indicative Programme Budget

Budget

5.1.1 Breakdown of costs

5.1.2 Financing

5.1.3 Other contributions

5.1.4 Budgetary risks

5.1.5 Statement on the budget presented

The budget presented does / does not satisfy the following requirements:

Budget is arithmetically correct	YES
<u>Overheads</u> are proportional to the outputs to be delivered NB: What is included? What is recharged? Are costs entered twice (e.g. as indirect costs and in the <u>AKV</u>)?	YES
Are the other amounts/rates in the budget acceptable in relation to the activity?	YES
Is the budget suitable as a management tool (linking of outputs – budget)	YES
Amended budget is condition for implementation	NO

*** Specify the requirements the budget must satisfy and the date by which the budget must be amended.**

5.2 Prepayments

5.2.1 Earmarking of Dutch contribution

N.A.

5.2.2 Earmarking of other donors' contributions

N.A.

5.2.3 Prepayment / no prepayment

5.2.4. Repayable grants, loans, participations and guarantees

Not foreseen

5.2.5 Accounting for prepayments

5.2.6 Payment schedule

Use the [decision tree payment schedule](#) to determine the frequency of payments. Give a short explanation with the result of the decision tree.

5.2.7 Size of first payment

5.3 Monitoring

5.3.1 Narrative and financial reports

5.3.2 Audit opinion

5.3.3 IATI - International Aid transparency Initiative

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

5.3.6 Evaluations

Use the [decision tree evaluations](#) to determine whether an evaluation is required for the activity. Explain in this paragraph.

5.4 Contractual matters

5.5 Role of mission / role of the ministry in The Hague

5.6 Quality@Entry (Q@E) – for Development Cooperation only

VI. APPROVAL

SOURCE DOCUMENTS

A list of the main documents from which information in the BEMO was drawn, e.g. evaluations, studies, MASPs and country analyses (e.g. by Transparency International or Global Integrity).

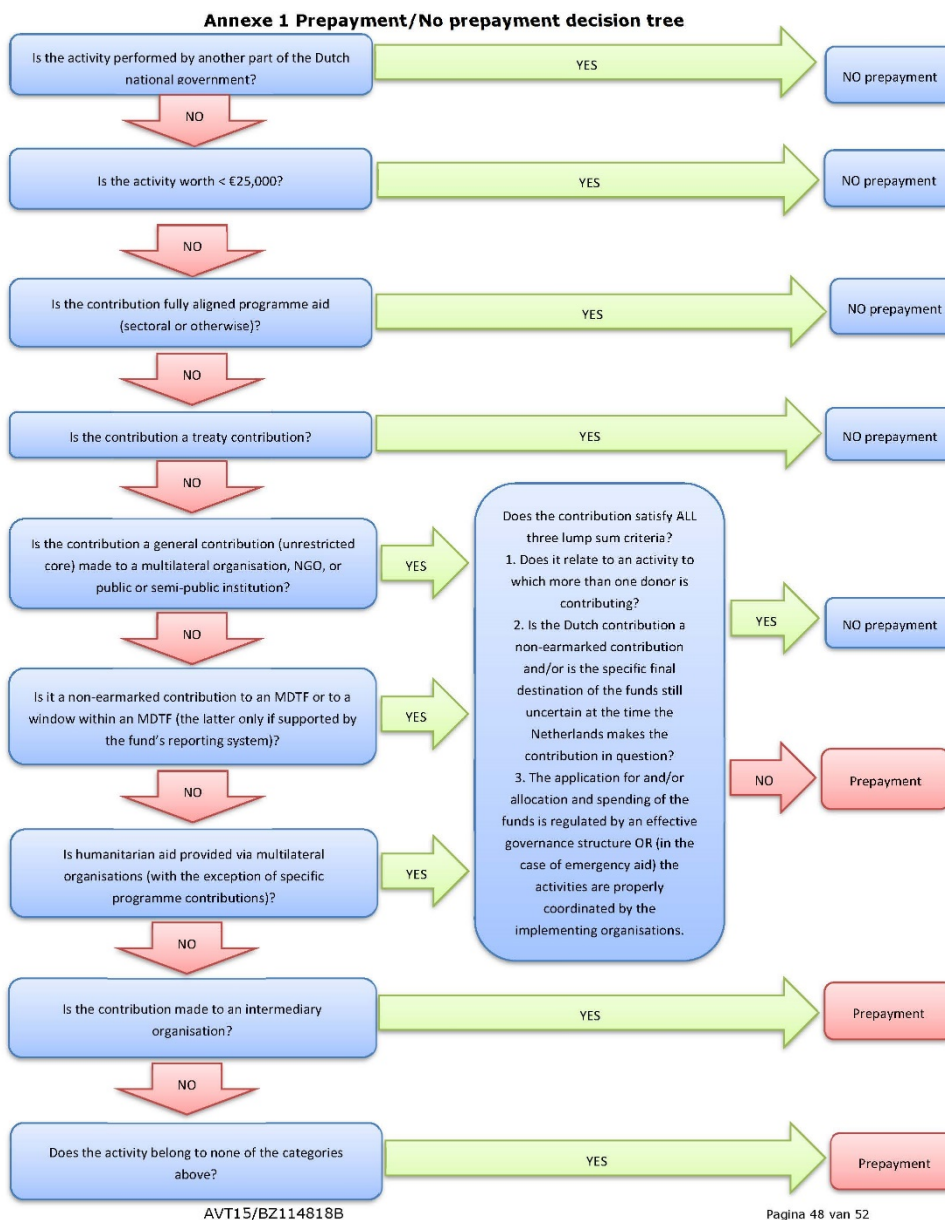
APPENDICES TO BEMO

Add for the different appendices only the recordnumber in HP-RM if 24/7 Foxy is used for approval of the BEMO.

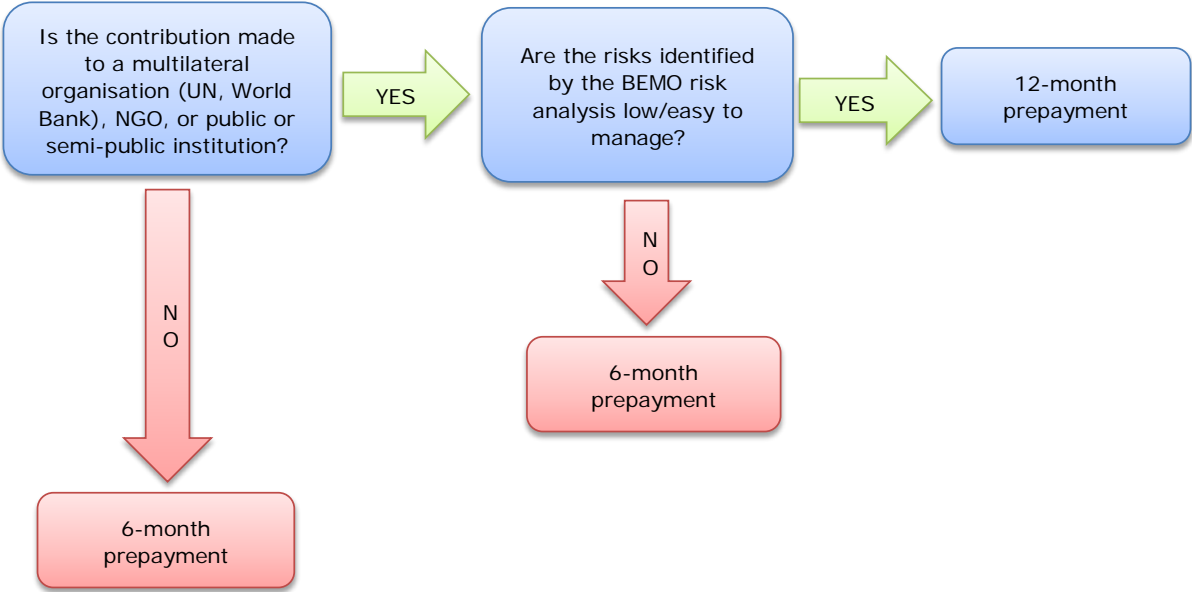
Nr.	Description	Recordnumber HP-RM
	<i>Mandatory</i>	
a.	Original letter applying for the contribution;	
b.	Latest version of the proposal	
	<i>If applicable</i>	
c.	Framework 'objective-result-activities-resources' (logical framework)	
d.	COCA (if mandatory and re-approved in response to the activity appraisal)	
e.	Abridged questionnaire (document amending existing COCAs)	
f.	MASP risk analysis	
g.	Letter containing bank details of the implementing organisation (original letterhead), unless included in the project proposal and appendices	
h.	Approved waiver form, if applicable	
i.	Standard MoU, or LoA, if applicable	
j.	Conclusions and recommendations of review team (DGIS/Q@E)	

Appendices decision trees

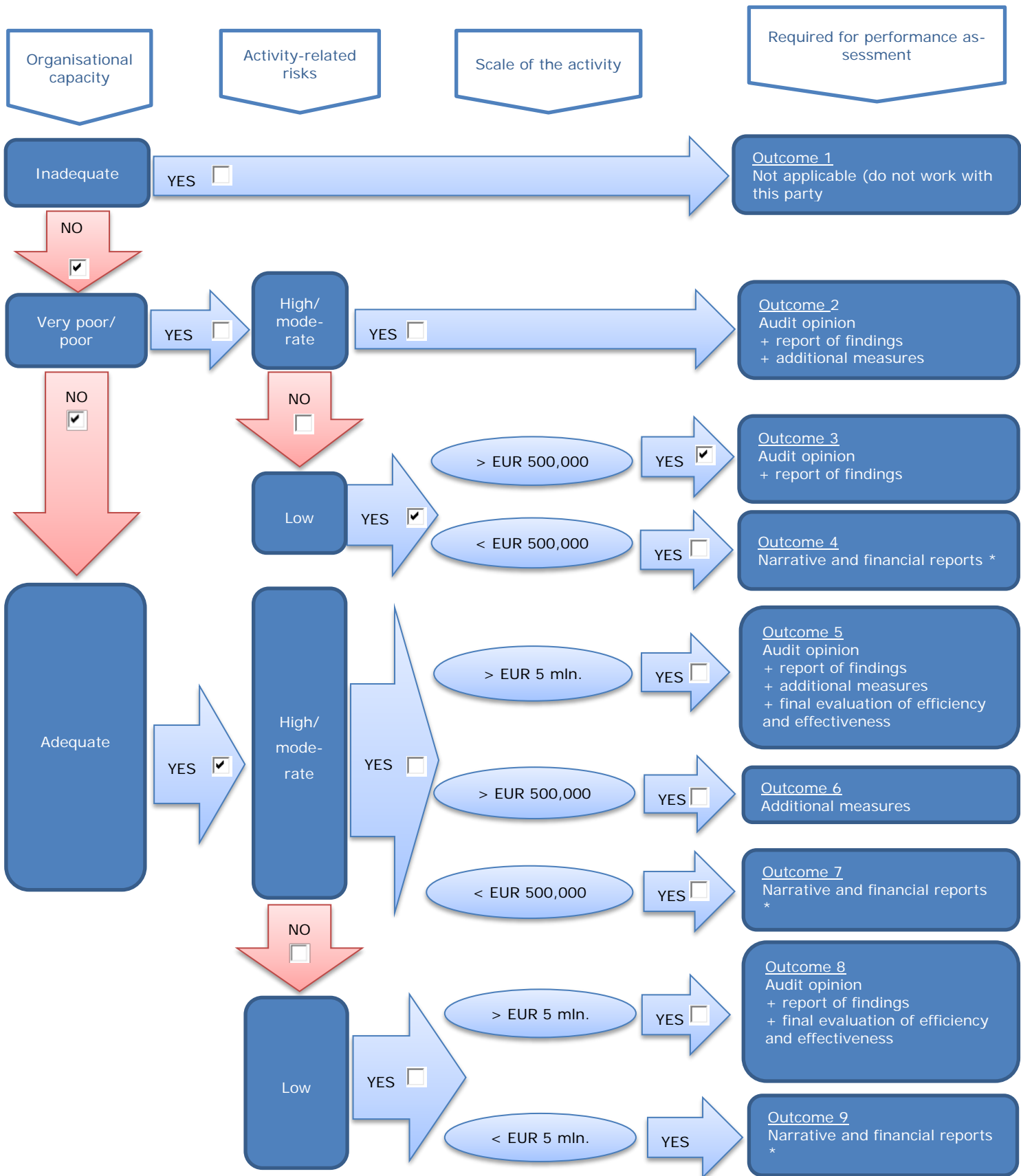
Decision Tree prepayment



Decision tree payment schedule

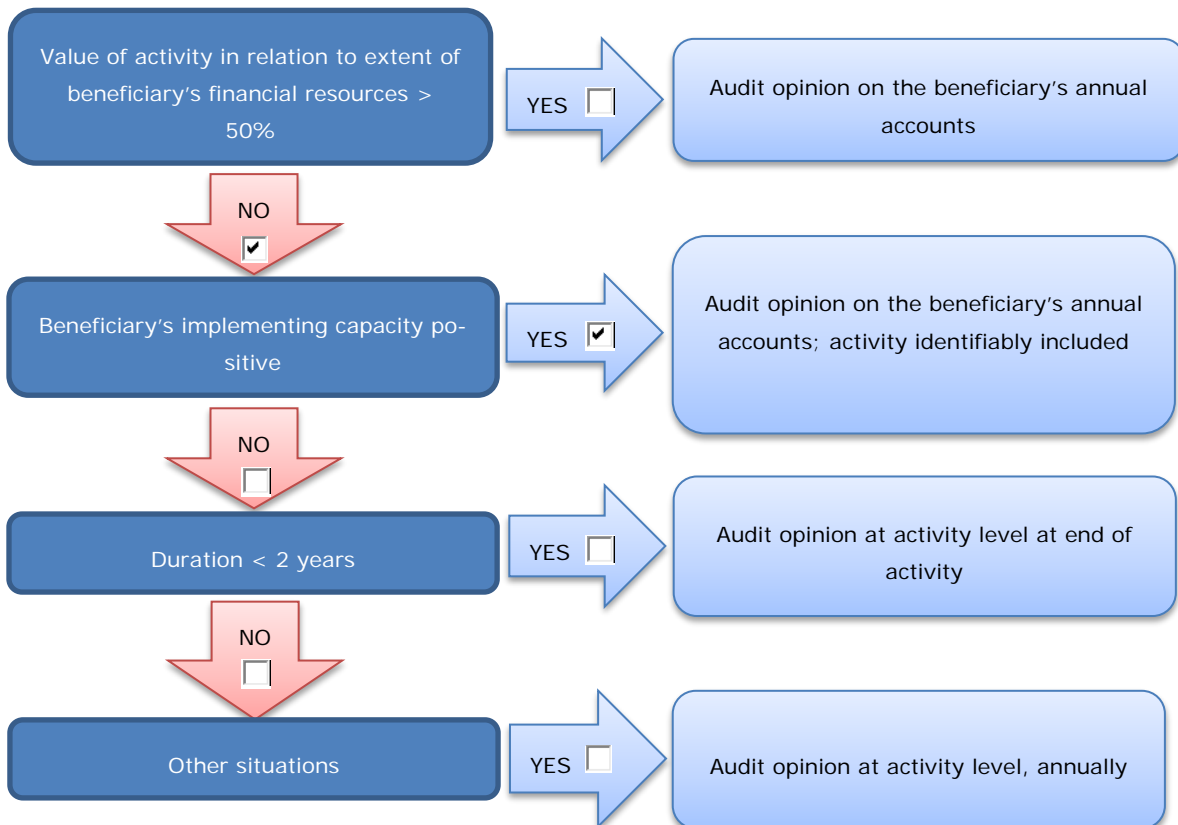


Performance assessment decision tree

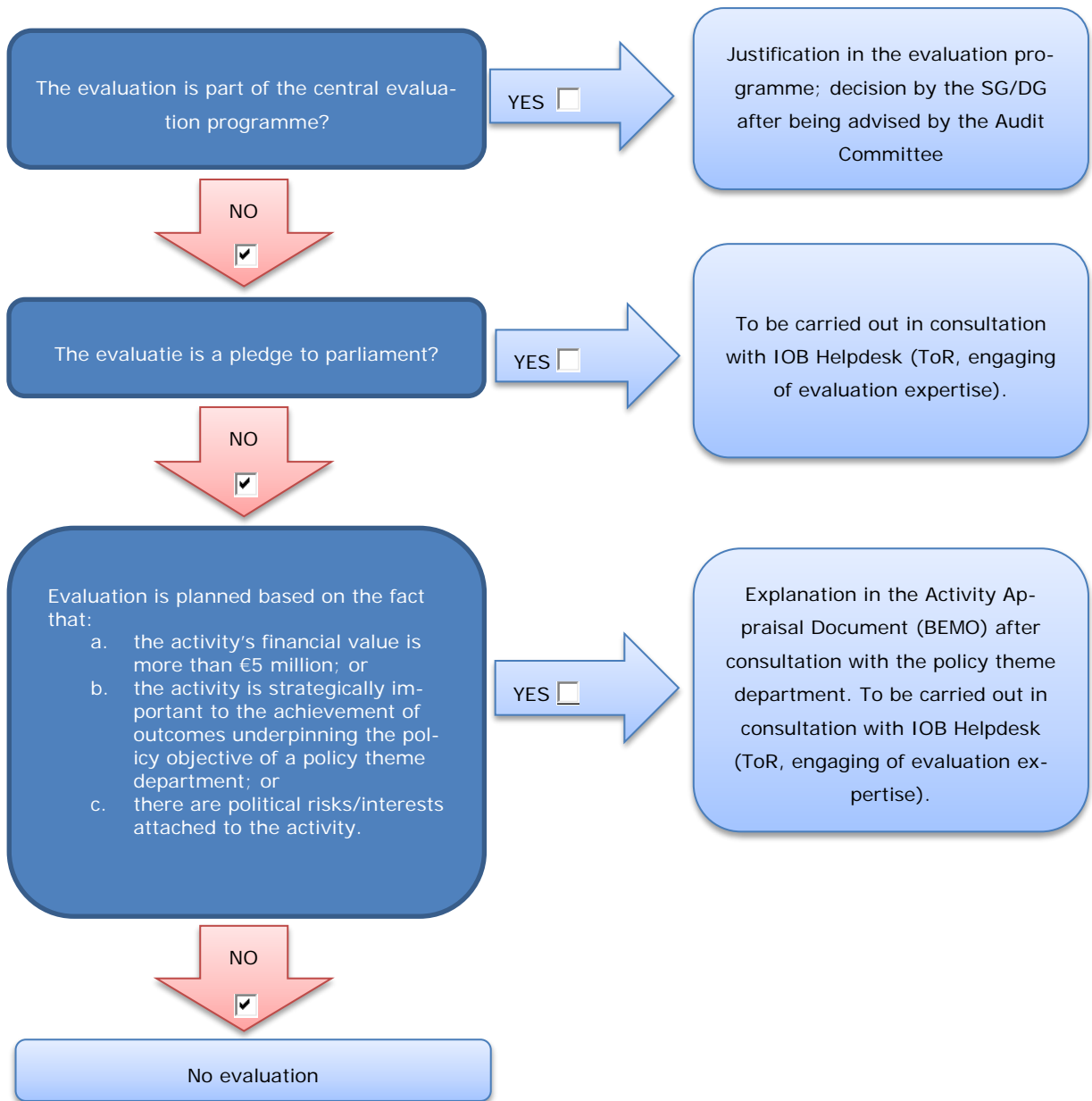


Audit certificate decision tree
Situation

Which audit opinion is required?



Decision tree evaluations



Glossary

<p><u>Accounting for prepayments</u></p>	<p>If payments are deemed prepayments, indicate what information will be needed to close the prepayments</p> <p>If several donors are contributing to the activity, either keep accounts for the total contributions and expenditure by all donors, or keep separate records on the Dutch contribution. In principle, keeping separate records on the Dutch contribution is not desirable but may be necessary if the contribution is earmarked.</p> <p>In the event of a hard-earmarked contribution in a multidonor context, separate accounts will always have to be kept for the Dutch share. In such cases it is important to check in advance whether the implementing organisation is also able to supply the necessary data.</p>
<p><u>Added value</u></p>	<p>One or more aspects that constitute an addition (to something).</p>
<p><u>Aid modality</u></p>	<p>The aid modality categorizes the means by which the donor offers aid to the beneficiary partner.</p>
<p><u>Annual plans and other reports</u></p>	<p>Specify whether additional reports or documents are necessary (annual plans, management assertions).</p>
<p><u>Beneficiary's country/region</u></p>	<p>The beneficiary's country is the country where the target group lives or originates from or the country that eventually benefits from the aid. For example: an activity that aims at educating students of a certain donor country is registered under the country code of the country where the students come from.</p> <p>When the aid is aimed at one single country the beneficiary country is registered with the ISO country code. When the activity is aimed at target groups in more than one country within the same continent or when there are more than one beneficiary countries within the same continent a region code is used.</p> <p>When activities are aimed at different countries spread over different continents the code WW (world wide) is used.</p>
<p><u>Channel</u></p>	<p>Civil society, multilateral or private sector</p>
<p><u>Commitment</u></p>	<p>This means the Dutch contribution</p>
<p><u>Complementarity</u></p>	<p>The programme or project's harmonisation with those of other donors.</p>
<p><u>Contextual analysis</u></p>	<p>An analysis of the country-specific context which is used in drawing up, implementing or adapting a programme. The analysis must provide information about the background situation, in relation to the problem to be tackled, at micro, meso and macro level, its different dimensions (e.g. social, economic) and the relevant actors and organisations involved. A contextual analysis contributes towards the development of a customised programme with added value.</p>

<u>Contextual risks</u>	Describe the external risks that could impede achievement of the outputs and outcomes. These are mainly risks relating to the environment in which the activity is carried out. The description of the risks of corruption and fraud are mandatory. Where relevant, other risks need to be addressed, such as regional/ethnic instability, the quality of governance, human rights aspects and other risks. Keep this brief and concise, referring wherever possible to existing analyses.
<u>Business Partner</u>	Party with which a legal relationship is entered into. If the contract party is not yet shown in SAP as a supplier, arrange for it to be entered on the basis of the necessary documents.
<u>Corruption risks</u>	<p>The offering, promising, giving or demanding – directly or indirectly – of a bribe or other undue advantage, with the object of obtaining or keeping contracts or other illicit advantage.</p> <p>Below you can find the points of particular interest which can be of assistance when describing the corruption risks:</p> <ol style="list-style-type: none"> 1. Describe the degree of corruption in the country concerned (and if applicable in the branch concerned). Refer to the following documents , if available: <ul style="list-style-type: none"> • The country analysis and the risk analysis of the MASP • Analyses of NGO's like Transparency International (www.transparency.org) and Global Integrity (www.globalintegrity.org). 2. Answer the following questions: <ol style="list-style-type: none"> a. Does the country have anti-corruption laws? b. Does the government have an independent body that enforces the anti-corruption laws? c. Does the judicial system provide legal independence, justice and access to civil rights for all inhabitants? d. Does the violation of the anti-corruption laws actually lead to punishment? Are there examples? e. Do judges get in trouble in judging on corruption cases? f. Are journalists free to report on corruption cases? 3. Determine the consequences of the corruption risks for the implementation of the activity.
<u>CRS code</u>	<p>The CRS code defines the aid objective. DAC states the following: "The sector of destination of a contribution should be selected by answering the question which specific area of the recipients economic or social structure is the transfer intended to foster". The CRS code is an international (OESO/DAC) code that consists of different objective levels. Each activity is featured by one single CRS code at activity level. DAC requires that the CRS codes are registered at the most detailed objective level. The registration of CRS codes is necessary for the international OESO/DAC reports and other internal and external reports</p> <p>Checks for registration in SAP:</p> <ol style="list-style-type: none"> 1. De CRS-code is consistent with the main objective in the implementation memo

	2. De CRS-code is consistent with the overall budget objective, which means that the funds centre and the CRS code do not conflict.
<u>Delegated cooperation (silent partnership)</u>	Delegated cooperation is a form of far-reaching partnership between bilateral donors, in which the lead donor makes agreements with the recipient country and conducts the policy dialogue on behalf of all the donors. The lead donor also manages the financial contributions of all the donors. The co-donors do not enter into any bilateral relationship with the recipient country. The Netherlands may – depending on the situation – act as lead donor or co-donor.
<u>Donor role</u>	For each activity the role of The Netherlands in relation to other donors must be specified. The Netherlands may have one of the following 3 donor roles: <ul style="list-style-type: none"> - Single donor: The Netherlands is the only donor. - Lead or active donor: The Netherlands finances the activity together with other donors and is involved in the formulation of the program. Furthermore The Netherlands may act as lead party in the name of one or more other donors in the dialogue with the beneficiary country. - Silent partner: The Netherlands finances the activity together with other donors. However The Netherlands does not contribute actively to the formulation of the program.
<u>Evaluation</u>	Give reasons for the timing and implementation of the evaluation. <ul style="list-style-type: none"> • A final evaluation of the efficiency and effectiveness of the activity to be appraised is compulsory if: <ol style="list-style-type: none"> a. the activity's financial value is more than €5 million; or b. the activity is strategically important to the achievement of outcomes underpinning the policy objective of a policy theme department; or c. there are political risks/interests attached to the activity. • An evaluation is also compulsory if it is part of the central evaluation programme. <p>All evaluations relating to an activity require consultation with the policy theme department responsible for the relevant policy objective as to whether they are useful or necessary. Evaluations must be carried out in consultation with the IOB help desk (formulation of terms of reference, hiring of evaluation expertise).</p>
<u>Fraud</u>	Any deliberate action taken by a person to benefit himself while disadvantaging someone else. To be more precise: fraud is a more complex variant of theft or embezzlement.
<u>Harmonisation</u>	Coordination of activities with other donors in a developing country
<u>IATI</u>	The applicant organisation complies with the principles of the International Aid Transparency Initiative (IATI) and publishes (and/or reports) all information regarding the organisation and its activities fully in accordance with the IATI Organisation Standard and the IATI Activities Standard. If the organisation is not yet (fully) able to report in accordance with the IATI standards please indicate the temporary exemption grounds and in what time frame full compliance can be expected.

<p><u>Implementing organisation</u></p>	<p>Give a brief and concise justification for the choice of implementing organisation(s).</p> <p>In the case of a partnership or if the organisation acts as an intermediary (i.e. channels the funds to other parties), specify the individual roles of the parties concerned.</p>
<p><u>Intervention logic</u></p>	<p>Intervention logic is sometimes referred to as ‘theory of change’. It is used to identify how an intervention leads to change or to the intended results. A concrete action plan must be based on a ‘hypothesis’ as to how an intervention will lead to change. This ‘intervention logic’ is also necessary for proper monitoring and evaluation. The essence of intervention logic is to formulate how and why the proposed activities (interventions) will give rise to the intended short-term outputs and longer term outcomes.</p>
<p><u>Joint financing</u></p>	<p>A Joint Financing Arrangement (JFA) is the product of consultations with representatives of other donor countries to set rules for joint financing of development programmes (programme aid) of the recipient government or the provision of sectoral or general budget support.</p>
<p><u>Legal relationship</u></p>	<p>This concerns the type of legal contract. To make sure you choose the right type of contract you can use the decision tree <u>‘legal relationship’</u> on Rijksportaal</p>
<p><u>Managing organisation</u></p>	<p>Sometimes the implementing organisation is a different organisation than the contract party. The contract party manages the program funds and contracts other organisations for the implementation of the program/ project. Such an organisation is called a managing organisation. As a contract party the managing organisation is accountable for the implementation of the program/project in accordance with contract regulations</p> <p>State how the managing organisation / contract party supervises the implementing organisation. Also describe how the managing organisation / contract party selects the implementing organisation, and why that contract party / implementing organisation was</p>
<p><u>Monitoring</u></p>	<p>In the case of an activity:</p> <ul style="list-style-type: none"> - governed by a framework agreement (UN, IFI) <i>or</i> - the management of which is governed by a multi-donor arrangement <p>The activity analysis decision tree and the type of auditor’s report decision tree can be omitted, the diagrams in the subsections below can be deleted and direct reference can be made to the relevant agreements.</p> <p>In other cases, determine and specify what agreements need to be made about monitoring measures in the subsections below. State what basic data the contracting authority will always request in order to effectively measure progress on its objectives.</p>
<p><u>Multidonor financing</u></p>	<p>Financing of a programme by several donors (e.g. basket funding)</p>

<p>Narrative and financial reports</p>	<p>In principle reports should be issued each year. Risks relating to the organisation and/or the activity in conjunction with the financial scope of the activity could warrant more frequent narrative reports.</p> <p>It is advised that progress reports be based on the framework ' objective-result-activities-resources' (logical framework). Using the performance assessment decision tree, state whether there are specific requirements with regard to reports.</p> <p>The USK lays down separate rules for narrative reports: if the value of the activity is under €125,000, a work completion statement (P statement) is required instead of narrative reports.</p>
<p>Outcomes, outputs and activities</p>	<p>Describe briefly the objectives, results and activities. Specify that: :</p> <ul style="list-style-type: none"> • The formulated objectives follow the SMART principle; • It is to be expected that the results will contribute to the objective • It is to be expected that the planned activities will lead to the expected results; • How the performance can be assessed (performance indicators).
<p>Overheads</p>	<p>There are various definitions of this term. Two basic definitions slightly overlap each other. One is based on making a distinction between direct and indirect costs; the indirect costs are then known as overheads. The other is based on the distinction between primary and secondary activities. In this definition, overheads relate to secondary activities.</p>
<p>Payment schedule</p>	<p>Prepayments to a multilateral institution, NGO or public or semi-public institution generally cover a period of 12 months unless the BEMO risk analysis (context risk, organisational risk, programme risk) justifies making prepayments more frequently. International institutions include multilateral organisations and NGOs. Public institutions include government bodies at home and abroad (ministries, implementing organisations, provincial authorities and municipal authorities). Semi-public institutions include educational and healthcare institutions. The maximum prepayment period for contributions to other institutions, such as commercial institutions, is six months.</p> <p>In the case of grants over €25,000 (arrangements 2 and 3 of the Uniform Grant Framework (USK)), the budget holder must determine the level of the (six-monthly) prepayments (see HBBZ) on the basis of the activity plan, activity budget and liquidity forecast accompanying the application.</p> <p>Although in the case of grants the prepayments are made automatically, this does not necessarily mean that 100% of the grant will be prepaid. A small portion of the grant may not be paid until the request to determine the definitive amount of the grant has been received.</p>
<p>Policy marker weight</p>	<p>See list in SAP (as pop-up window). Policy code cannot be principle if it is designated as significant. Policy code cannot be significant is designated principal.</p> <p>Policy markers come in two different weights:</p> <ul style="list-style-type: none"> - Very important ('principal') - Important ('significant')

	<p>Very important or principle (primary) policy objectives are those which can be identified as being fundamental in the design and impact of the activity and which are an explicit objective of the activity. They may be selected by answering the question "Would the activity have been undertaken without this objective"?</p> <p>Important or significant (secondary) policy objectives are those which, although important, were not the prime motivation for undertaking the activity. An activity can have more than one very important or important policy objective. To qualify for a score "very important" or "important", the objective has to be explicitly promoted in project documentation. Avoiding negative impact is not a sufficient criterion."</p> <p>Policy marker cannot be principle if it is designated as significant. Policy marker cannot be significant is designated principal.</p> <p>See list in SAP (as pop-up window).</p>
<p>Policy relevance</p>	<p>Describe briefly:</p> <ul style="list-style-type: none"> • how the intervention ties in with Dutch policy outcomes and outputs set out in the relevant policy memorandums and the Annual Plan / MIB / Multi-Annual Strategic Plan (MASP) based on them; • the relevance (0% - 40% - 100%) of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD and the strengthening of civil society organisations • what the main objective (=CRS code) and secondary objectives are, including an indication of the weight (<i>principal/significant</i>) of the policy markers; • the degree of complementarity: what is the added value of the proposed intervention compared with other activities funded by BZ?
<p>Prepayment</p>	<p>State whether the payments must be accounted for as prepayments. If so, explain why with reference to the prepayments decision tree.</p> <p>If the contribution is a lumpsum contribution (i.e. it meets the relevant criteria) you must answer the specific questions on lumpsum contributions and use the lumpsum bemo. Your answers must be clear and reasoned.</p>
<p>Program risk</p>	<p>Describe possible future events within the scope of the activity, which – if they take place – will increase or decrease the chances of achieving outcomes and outputs.</p>

	Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.
<u>Repayable grants, loans, participations and guarantees</u>	<p>Dutch contributions are made in many forms, not only as prepayments. They must all be entered in the trial balance, not only to ensure that the accounts are accurate and complete but also because the House of Representatives is increasingly asking questions about them. A brief description of each instrument is provided below. If you have any questions or comments, please contact FEZ/FM.</p> <p>Repayable grant A repayable grant can range from an activity grant with its own budget line to set up a loan facility to a soft loan granted to an impact investor. In many cases, at least part of the principal must be repaid, sometimes on soft terms. In such cases, the repayment must be accounted for as a receivable.</p> <p>Loan The main difference between a loan and a repayable grant is that a loan does not normally have soft interest and repayment terms. Furthermore, it is not made in the form of a grant. Loans must also be accounted for as receivables and the terms (e.g. duration, interest rate and repayment) must also be recorded.</p> <p>Participation A participation gives BZ an interest in the equity of another legal person, generally to increase BZ's direct or indirect financial control of that legal person. Acquiring a direct equity interest is subject to strict rules and approval procedures and the decision cannot be taken independently by a budget holder. Specific information must be entered in the accounts and trial balance.</p> <p>Guarantee BZ gives a guarantee if it undertakes to make a payment in certain circumstances at some time in the future. Be aware of such undertakings. An undertaking to reimburse certain cost overruns, for example, is also a guarantee. Guarantee commitments must be accounted for separately. Guarantees can be given only if an approved assessment framework is in place.</p>
<u>Risks and mitigating measures</u>	<p>Describe the risks by answering the following questions:</p> <ol style="list-style-type: none"> 1. What is the nature of the risk? 2. What are the effects on implementation of the activity? 3. What is the level of risk (high/medium/low) to the activity? 4. What is the likelihood (high/medium/low) that the risk will materialise during implementation? 5. What mitigating measures will the organisation take (if the level of risk is medium or high)? 6. If the risk cannot be mitigated, what action does the organisation plan to take if the risk materialises? 7. What additional measures are necessary if the organisation's mitigating measures or planned action is inadequate? 8. Are the risks acceptable? Explain why.
<u>Risks relating to the implementing organisation</u>	<p>For activities involving a Dutch contribution of up to €1 million, an organisational analysis is not mandatory, but is recommended. Check whether an organisational analysis (COCA, UN/IFI scorecard) of the organisation in question has already been made. If it has, refer to its conclusions.</p>

	<p>If an organisational analysis of the organisation is not available, indicate whether such an analysis (COCA light) should still be made, explaining why this is – or is not – necessary. If applicable, give a brief summary of the conclusions of the COCA light.</p> <p>Describe the risks by answering the questions mentioned at Risks and mitigating measures of this glossary.</p>
<u>Role of the mission /role of the ministry in The Hague</u>	<p>Centrally funded, country-specific projects must always be agreed in consultation with the mission or missions concerned. Agreements must be made with them about their involvement in implementation. The budget holder is responsible for implementation and monitoring. Missions may accept a monitoring role if they have capacity to do so.</p> <p>State which other budget holders are involved in implementation / monitoring of progress of the activity. Specify their tasks.</p>
<u>Size first payment</u>	<p>Specify the size of the first payment. If it is higher than the average for the project period, explain why (e.g. other donors need more time, commitments entered into with the UN and IFIs, high investment costs at the start of the activity).</p>
<u>SMART</u>	<p>SMART stands for:</p> <p>Specific: Is the objective clear and unambiguous? Measurable: What are the (measurable/observable) conditions which, when fulfilled, indicate that the objective has been achieved? Acceptable: Is this acceptable to the target group and / or management? Realistic: Is the goal achievable? Time-related: By when must the goal be achieved?</p>
<u>Special pledges made by the Minister or State Secretary</u>	<p>Activities marked with 'Special pledges' are financed from earmarked disbursement ceilings which are not part of the regular budget. Special pledges are often the result of international requests for funds after disasters or agreements made on a national or international conference in which Netherlands participates. The purpose of this marker is to facilitate monitoring and reporting on special programs and ministerial pledges. By definition multiple budget holders are involved and central reporting to the parliament is mandatory. For markers which are only of interest the budget holder, the 'Own marker' field is used.</p> <p>Typical examples are:</p> <ul style="list-style-type: none"> - Tsunami - Schokland
<u>Stakeholder analysis</u>	<p>Stakeholders are individuals or groups/organisations/institutions which may be affected positively or negatively and directly or indirectly by the outcomes of a programme or project. A stakeholder analysis identifies those who have an interest in the programme/project and identifies their relative interests (potential gains and losses) in detail. Stakeholders include (NB this is not an exhaustive list):</p> <ul style="list-style-type: none"> • the direct beneficiaries or the primary target group or groups of the project: those who directly reap the benefits of the project (in terms of the specific project objectives);

	<ul style="list-style-type: none"> • the ultimate beneficiaries: those who profit (in terms of the overall objectives of the programme) from the project in the longer term; • the partners: those who have a role in the project because they have the appropriate expertise and jointly fulfil the requirements imposed by the programme on the implementing organisation or organisations.
<u>Target group(s)</u>	The people who are intended to benefit from the intervention.
<u>Technical assistance</u>	<p>Technical Assistance is an instrument to improve the social ability to generate, transform, absorb and use knowledge and skills. This can take the form of the deployment of personal staff, study, training and networking. This instrument is used as an integral part of the development aid effort focussed at structural poverty reduction.</p> <p>For each activity should be registered which part is technical assistance and, if so, it's financial volume. Several categories are distinguished (see the list below). NB regular personal costs of projects and organisations are not part of Technical Assistance.</p>