NORAD'S PRINCIPLES FOR SUPPORT TO CIVIL SOCIETY (2018)

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Content

I   THE PURPOSE OF THE PRINCIPLES

Strong civil society is a key feature of any democratic social order, and a central means to achieving sustainable development. Realising the ambitious targets of the 2030 Agenda cannot be accomplished without joint action between civil society, governments and other actors. Partnership with civil society is therefore considered integral to the success of Norwegian support in areas such as human rights, poverty reduction, and humanitarian assistance.

The goal of Norwegian support to civil society is to contribute to a strong and independent civil society in developing countries, with the capacity to play a vital role in the sustainable development of their own communities. This is particularly relevant at a time when civil society is facing increasing restrictions on their space for action in many parts of the world.

Norway supports and works with organisations at local, regional, national, and global levels, within a wide range of thematic areas. While both the MFA and Norad engage with civil society, it is Norad that is primarily responsible for management of support that specifically seeks to strengthen their capacity. Norad is also considered a key resource in Norway on issues related to civil society in developing countries.

The aim of these principles is to establish a cohesive framework for Norad's partnerships and dialogue with civil society. They seek to provide guidance and direction for Norad's strategic planning of the overall support to civil society, including the selection of partners, programmes, and funding modalities. They will also provide the backdrop for dialogue on issues relevant to civil society, including the Norwegian approach to such support.

II   CIVIL SOCIETY, HUMAN RIGHTS AND SUSTAINABLE DEVELOPMENT

Norway supports a multitude of civil society actors, from large organisations with a broad thematic and geographic area of work to small organisations with narrower and more limited outreach. For the purposes of this document, civil society is defined as *an arena where citizens, alone or together with others, can promote interests and needs on behalf of themselves and others*.

Civil society structures often originate from groups of people who are connected to each other based on their identity, culture, religion, social status, needs or interests. Civil society consists of networks, voluntary organisations, trade unions, independent media, political parties, student organisations and religious communities, as well as sports, arts and cultural groups. This includes formally registered organisations,

informal grassroots organisations and social movements. The private sector , commercial actors and public agencies are not regarded as part of civil society.

It is often assumed that civil society is inherently positive. However, civil society actors do not always fight for «just causes». In fact, some fight actively against human rights, and especially against minority rights. Norad will support civil society actors working to promote human rights and poverty reduction, based on democratic principles.

Poverty Eradication based on Human Rights and Dignity

Poverty is not only deprivation of economic or material resources, but also a violation of human dignity. According to the United Nations High Commissioner for Human Rights, no social phenomenon is as comprehensive in its assault on human rights as poverty. Poverty erodes economic, social and cultural rights such as the rights to health, adequate housing, food and safe water, and education. The same is true of civil and political rights, such as the right to a fair trial, political participation and security of the person. A human rights definition of poverty gives due attention to the critical vulnerability and subjective daily assaults on human dignity that accompany poverty. It looks not only at resources but also at the capabilities, choices, security and power needed for the enjoyment of an adequate standard of living and other fundamental rights.

Agenda 2030, "Leave No One Behind" and the Role of Civil Society

During the last decade the world has changed significantly. Emerging economies along with private donor funds, are playing increasingly important roles. Migration, unemployed youth and climate change create great challenges, as do violent conflict and increasing humanitarian needs. Restrictive NGO legislation is on the rise in several countries and limits the manoeuvring room for civil society actors. In this context, international human rights and the more recent Sustainable Development Goals (SDGs) provide a framework for operation for civil society and other actors.

Strong voices demand that civil society fully participate in the design of post-2015 policies in order to create functional national systems. Specifically, civil society actors must work to localise the SDGs in four key areas: giving a voice to the poorest and most marginalised citizens, serving as agents of accountability, monitoring progress through data collection and reporting, and acting as a service-delivery provider in areas that are complementary to those provided by the state. A dynamic, diverse and independent civil society, able to operate freely, knowledgeable and skilled with regard to human rights, is a key element in securing sustainable human rights protection in all regions of the world.

States have the primary responsibility to protect human rights and civil society actors. When the space for civil society actors working to protect and advance human rights is at risk, the international community has a shared responsibility to support and protect them.

III CHALLENGES AND OPPORTUNITIES FOR CIVIL SOCIETY

There are many positive development trends. An increasing number of countries are moving towards democracy, and economic, social and cultural rights are being reinforced in many of Norway's partner countries. However, the increasing pressure exerted on civil and political rights provides grounds for concern.

Shrinking Space for Civil Society

Across the world, including in mature Western democracies, fundamental civic freedoms are being restricted and the operating environment for civil society organisations is becoming more and more difficult. Governments, and to some extent private actors, employ various methods to limit their activities. This includes the introduction of defamation laws, bans on organisations funded by foreign resources, the introduction of strict and complex rules for registration, branding organisations as foreign agents and the introduction of strict media reporting regulations. Extreme examples of the shrinking space of civil society are persecution, disappearances and murder in order to get rid of certain individuals and to scare others into silence.

At country level, there may be a plethora of civil society actors, and coordination and control of the work of civil society organisations may be appropriate. The same applies to legislation and guidelines that regulate organisational life. Organisations should be transparent about their work and financial situation. Demands on transparency and coordination become a problem when government control starts limiting the opportunity of civil society actors and human rights activists to operate independently and hold government, businesses and others in position of power to account . Donors, civil society and other actors are looking for ways to respond to shrinking civil space. However, this is an area where it is important to know the local and national contexts and to tread carefully.

Civil society can draw attention to limits being placed on civic freedoms and work actively to counter them. Some organisations may choose to concentrate on service delivery and other areas that are less controversial, or concentrate on dialogue at the grassroots level. Organisations with strong local legitimacy may be best placed to engage in country-level discourse on civic space. At the same time, most of Norway's support to civil society in developing countries is channelled through Norwegian organisations, and limited administrative capacity makes it difficult to support a wide

range of locally or nationally based organisations. It is therefore important that Norad's indirect support focuses on strengthening local civils society, and organisations activity seek partners with strong local legitimacy and accountability.

Norad seeks to have a selection of partners central for civil society efforts in countering shrinking civil space at global and regional level. Norad will continue not to require civil society to brand the source of funding when such branding may undermine the domestic legitimacy of the organisation. Norad may contribute to the preparation of power analyses with a focus on civil society for Embassies that find this relevant. Norad will also ensure that the aspect of civil society is included in other analytic tools relevant for country level efforts.

Professional Civil Society Actors vs. Grassroots Movements

Civil society is affected by the due diligence processes of donors. It may be difficult for many national and local organisations to fulfil donors' complex demands. Organisations may use disproportional resources to meet donor demands, rather than answering to and consulting with the communities they are meant to serve. So while donors praise grassroots participation, ownership and true partnerships, they often choose to support larger, well-established intergovernmental organisations or organisations that they already are familiar with – often originating in their own countries. There is a trend of INGOs replacing local civil society actors in developing countries. This undermines the overall goal of having a strong and independent civil society with capacity to play a constructive role in the development of their own country.

Development funding is subject to legitimate critical scrutiny from taxpayers in donor countries demanding documented results, value for money and zero tolerance for corruption. Handling donor funds requires a level of professionalism that many genuine grassroots organisations lack. In this situation, the partnership approach of INGOs and Norwegian NGOs is critical. Their role should be to find common ground with and support southern partners, with an ultimate aim of exiting when they have achieved sustainable results. It is also important that accountability measures primarily are focused on partner organisations' accountability to the communities they serve and to their own boards, and not on NGOs answering to donor demands.

Norad will have a continued dialog with civil society on development effectiveness, money flows, and division of power in partnerships. Norad will aim as far as possible to coordinate support to partners with other donors. Norad will look at the possibility of expanding direct support networks, consortia and alliances of organisations based in developing countries. Core support to selected organisations may lift the dialogue with organisations from details of implementation to a more overarching policy dialogue.

Civil Society in Advocacy and Service Delivery

Civil society organisations take responsibility for delivering a substantial portion of social services in some countries, especially health and education services and especially in fragile states. Such services are the main responsibility of public authorities, but in many countries, the authorities do not have sufficient capacity or resources to provide or facilitate the delivery of such services. At the same time, there is a risk that the service delivery from external actors may lead to aid dependency and that authorities disclaim their own responsibility.

The majority of support to civil society has an emphasis on delivering development outcomes and improving the provision of services. There is a risk that priorities will shift from locally defined needs and interventions, to delivering on donor-set targets. In efforts focused on service delivery there is also a risk of prioritising effectiveness in meeting delivery targets over strengthening civil society and public participation. It is therefore important to combine service delivery with advocacy and capacity building. This will strengthen the authorities' capacity to assume responsibility, and the public's capacity and space to demand proper services and have insight into government spending and policy.

The overall Norad support to civil society will aim to balance support to the independent role of civil society with support to priority development goals. Norad may choose to cooperate with some selected actors strong on advocacy and strengthening of civil society to ensure a good combination of actors. Norad will have a continued dialogue with partners on balancing development efforts with advocacy and strengthening of civil society.

ICT and Social Media

Social media and new technology represent new opportunities, also for civil society. Social media, for example, can be used to distribute information on human rights violations and violations of ethical and environmental guidelines in the private sector. Information and documentation can be shared quickly and to a larger number of people than previously, including to the international community. Hence, local issues can gain international attention in an instant.

An increased flow of information also contributes to opportunities for the manipulation of information. This can expose activists and organisations to surveillance, negative campaigning and the control of information. Governments may want to control social media. During the recent elections in Uganda and Zimbabwe, Facebook was closed, and many activists experienced that their activities in social media were monitored.

Social media can create new opportunities for fund-raising, and provide with tools that may make new ways of working possible. One example of this is direct cash transfers to target groups. However, a shift to new ways of fundraising and being visible may be easier for organisations with capacity to spend resources on building up experience than for organisations working at the grassroots level with more limited resources. There is also the risk that crowd funding for causes in countries like Norway may crowd out support to work in developing countries. It may become more difficult for the public to see the difference between legitimate fundraising efforts of solid civil society actors and fundraising efforts of disreputable actors or even outright scams.

Social media and new technology also may come with other risks to civil society such as government or other actors hacking into their systems. At the same time, the internet and social media are important tools for organisations sharing the results and challenges connected to their work, and can be used to increase transparency. Norad will continue to follow developments and dialogue on civil society's use of social media and new technologies. Dialogue on digital security may be particularly important when it comes to support to organisations working in countries where the security situation is difficult. Norad will continue to encourage the use of electronic media for transparency.

IV   THE PRINCIPLES

In line with Norwegian policies for international development, these principles constitute the overall guidance for Norad's support to civil society through three channels: Norwegian non-governmental organisations (NNGOs); international non-governmental organisations (INGOs); and direct support to civil society organisations in developing countries.

1   INCLUSION: Norad's civil society support is in line with the principles of non-discrimination, equality and inclusion regarding access to services and participation in decision-making processes.

Why: Many groups and individuals risk being left behind if the process of development does not expressly include them. Inequalities are increasingly stark and can take many forms including gender inequality, inequality on the basis of age, race inequality, inequality related to physical and mental ability, inequality between minority and majority groups, and income and wealth inequality. Drivers of inequality include racism and xenophobia, religious intolerance, unequal access to land and natural resources, discriminatory customs and traditions, colonialism, lack of access to political rights, and lack of access to justice and remedies for human rights abuse.

What: "Leave no one behind" is the overall principle of the Sustainable Development Goals. The principles of equality and non-discrimination are part of the foundations of the rule of law. The international human rights legal framework contains international instruments to combat specific forms of discrimination, including discrimination against indigenous peoples, migrants, minorities, people with disabilities, discrimination against women, racial and religious discrimination, or discrimination based on sexual orientation and gender identity. International and national human rights law help to justify and promote the "leave no one behind" agenda. Norwegian development assistance will counteract discrimination and contribute to equal opportunities for all people. Gender equality is a cross-cutting issue and central to all Norwegian aid, including Norad's civil society support. Norwegian support to civil society organisations is to contribute to social, economic and political inclusion and non-discrimination for all people.

Examples of what civil society actors can do to ensure inclusion

- Hold governments to account for upholding the human rights conventions they have ratified, and for involving the population in decisions that affect them. An example would be ensuring free, prior and informed consent from people affected by large-scale infrastructure projects

- Ensure a solid and context-specific power analysis as the basis for any intervention, focusing on underlying causes of inequality, discrimination and lack of inclusion at household, local and any other relevant level

- Advocate for equal access to services in legislation, policies and implementation

- Ensure, or contribute to, inclusive and participatory decision-making processes, both in their own projects and in collaboration with other private and governmental actors

- Involve target groups in defining problems, desired results and methods for achieving them

- Empower vulnerable groups to participate in decision-making processes, and facilitate their participation

- Represent and give a voice to groups that are marginalised or discriminated against in decision-making processes

- Ensure that projects do not reinforce existing power imbalances by primarily benefitting local elites

- Ensure that inclusion and participation of marginalised groups and individuals are reflected in results frameworks, including appropriate indicators

- Collect data that are disaggregated by categories such as sex, age, national origin and disabilities

In order to ensure inclusion Norad will...

- Support civil society actors and projects that have an explicit focus on non-discrimination, equality and participation of marginalised groups and individuals

- Strive to have a non-discrimination and inclusion focus included in all programmes or projects supported

- Enhance results-based management that is based on the principle of "leave no one behind"

2 SUSTAINABILITY: Norad's civil society support is economically, socially and environmentally sustainable.

Why: An increasing number of people who are defined as extremely poor, live in countries with a high degree of fragility. OECD has developed a framework which include five dimensions of fragility: political, societal, economic, environmental and security fragility. Civil society will have to play a different role in states with a high degree of political and security instability than in settings with a well-functioning state. A sound contextual understanding and an approach that does not further undermine weak state structures is essential for civil society actors. In a world where needs by far outmatch available donor funding, it is important to support initiatives that can spur further local mobilisation. It is also important to avoid creating new dependencies on donor funding.

What: Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development has emerged as the guiding principle for long-term global development, and is integral also to Norad's support to civil society. Consisting of three pillars, sustainable development seeks to achieve economic development, social development and environmental protection, in a balanced manner. Norad's civil society support seeks sustainability in terms of lasting results. All actors applying for Norad funds must be able to present an exit strategy describing how e.g. services, or local civil society organisations, can be maintained when Norad's support period ends.

Examples of what civil society actors can do to strengthen sustainability

- Plan for lasting results at outcome and impact levels and prevent donor dependency in local communities and partnerships

- Build capacities, and encourage grassroots engagement and volunteerism that will remain even when funding for projects expire

- Diversify the economic foundation of the development activities with income from several sources to avoid over-reliance on one donor

- Contribute to smooth transitions from humanitarian assistance to long-term development cooperation

- Increase knowledge and awareness of labour rights, decent work, environmental sustainability standards and corporate social responsibility among private sector actors

- Act as responsible employers and contribute to strengthening responsible working conditions in partnerships with other actors

- Advocate and promote sustainable natural resource management that reduces greenhouse emissions.

- Promote sustainable consumption and production and adopt activities that have positive environmental effects and minimise possible negative environmental effects

- Monitor private sector initiatives and act as a watchdog

In order to strengthen sustainability Norad will...

- Support the work of civil society actors who contribute to sustainable, democratic development

- Prioritise organisations who can demonstrate local ownership and participation in their development activities

- Prioritise organisations who manage to shift power and money to national and local civil society in developing countries

- Prioritise organisations who strengthen civil society organisations in developing countries to the point where the sub-grantees are able to fundraise and finance their work independently

- Provide multi-annual funding rather than short-term funding and strive to achieve predictability and flexibility in funding

- See long-term assistance and humanitarian aid in context

- Strengthen cooperation with the embassies, with the Ministry of Foreign Affairs and the Ministry of Climate and Environment with the aim to make civil society an integral part of country strategies

- Integrate sustainability concerns into all aspects of Norad's civil society support

- Avoid financing projects that rely on sitting allowances or excessive per diems to motivate the participation of the target group in activities

- Continue to demand a minimum diversity of funding sources when assessing potential partners

3 LEGITIMACY: Norad's civil society support is based on local ownership and representation.

Why: To ensure locally relevant solutions, local needs and priorities must form the basis for decisions on what activities to support and how they should be organised. Furthermore, local ownership can be a prerequisite for access. Some external actors may lack the legitimacy and trust from the local population that is necessary to access project areas, especially in conflict settings and fragile states. Donors often have difficulties reaching civil society at grassroots level and some of the new civil society change agents, such as informal social movements and social or not-for-profit enterprises. Donors also face challenges in balancing their respect for the independence of civil society with the conditions they attach to funding.

What: In a democracy, government legitimacy is derived from the popular perception that the elected government abides by democratic principles in governing, and thus is legally accountable to its people. The principle of legitimacy also applies to civil society organisations with Norad support and it is closely related to the concepts of representation and local ownership. Partly due to limited capacity to follow up small grants, only a small part of Norad's civil society support goes directly to local civil society organisations in target countries. Some funds are allocated to international civil society organisations whereas the largest part of the funds is allocated to Norwegian civil society organisations who have local partners in developing countries. Partnership models vary among Norwegian and international civil society organisations. Some work with local actors through national offices in partner countries, while others cooperate directly with local partners. Whichever partnership model and funding stream, ensuring local ownership and representation is important. This is not only a question of transferring funding to local organisations, but it is about shifting the power from Norwegian or larger international organisations to organisations based in developing countries.

Examples of what civil society actors can do to strengthen legitimacy

- Ensure local ownership and involve target groups in defining problems, desired results and methods for achieving them

- Ensure that target groups are represented in decision-making processes throughout the project cycle

- Maintain or strengthen membership base and other local support to the organisation

- Explore and enter into partnership with new actors and movements who represent local communities, even when their views differ, when this may enhance sustainable change and democratic deepening

- Create synergies between the informal and spontaneous civil society and the more professionally-organised organisations

- Take advantage of the space and opportunities opened up by digital technology, the internet, and social media

- Include in the context description an analysis of power relations and the representativeness and legitimacy of existing and potential civil society partners

- Employ Do No Harm methodology in contexts of fragility, and ensure adherence to the principle of Free, Prior and Informed Consent

In order to strengthen legitimacy Norad will...

- Prioritise organisations who demonstrate that they have a value added when it comes to collaboration with new civil society change agents, such as informal social movements, and who are able to find strategic models of cooperation to counteract financial and results-related risks

- Prioritise organisations who can demonstrate a membership, volunteer, or funding base in developing countries, and/or can demonstrate that they are seen as legitimate or representative actors by those they aim to support

- Execute flexibility when partners experience challenges related to lack of management or other capacity at local level

- Strive to strike a balance between working towards Norway's own policy goals and respecting the independent role of the civil society; between supporting civil society in delivering development results and supporting an independent, diverse civil society

- Treat Do No Harm as a cross-cutting issue for all programmes in contexts of fragility

- Strengthen donor coordination in pursuit of a pluralistic civil society

4 ACCOUNTABILITY: Norad-supported civil society actors are accountable to the local groups and individuals with whom they work. They also contribute to strengthening the accountability of governmental and private actors.

Why: In order to ensure that the authorities effectively take responsibility, democracies have established a number of mechanisms for control and accountability, such as parliaments, national audit functions and ombudsman schemes. Civil society including the independent media also play a key role in holding governments accountable. It is a country's government that has the responsibility to protect the rights of its inhabitants, and to respect and strengthen democratic principles.

Development assistance through civil society organisations can help to strengthen the capacity of governments, develop better and more effective national systems and initiate change processes. A lack of willingness on the part of the authorities coupled with institutions with limited capacity often makes it necessary to channel a substantial proportion of funds to civil society, particularly in fragile situations. A combination of support for governments and for civil society can strengthen the ability of key actors to play their parts in a constructive manner. It may, however, carry the risk of undermining the authorities' accountability.

What: Accountability is an aspect of any governance, whether it is within the public or private sector, or within a civil society organisation. Accountable leaders acknowledge and assume responsibility for decisions, policies and implementation within the scope of their roles. An accountable leader reports, explains and takes responsibility for resulting consequences. Accountability cannot exist without proper accounting practices and monitoring and reporting systems.

Examples of what civil society actors can do to strengthen their own and other actors' accountability

- Disseminate information and news on the democratic and human rights situation in a given country

- Monitor implementation of approved policies by the government or private actors

- Strengthen and collaborate with civil society movements who work to increase government accountability

- Report on quality of, and access to, services to feed into governmental and non-governmental monitoring processes

- Complement bilateral development assistance by holding governmental authorities and private companies accountable

- Ensure solid accountability systems within their own organisation including e.g. feed-back and reporting channels for target groups

In order to strengthen their own and civil society partners' accountability Norad will…

- Engage in policy dialogue with civil society organisations, the Ministry of Foreign Affairs and the Ministry of Climate and Environment about issues that are relevant to civil society

- Strengthen Norad's internal collaboration and collaboration with the Ministry of Foreign Affairs and the Ministry of Climate and Environment in order to integrate civil society support into Norway's sector specific support

- Ensure solid accountability systems within Norad including e.g. feed-back and reporting channels for recipients and beneficiaries

- Meet directly with target groups when visiting Norad-supported projects

5   TRANSPARENCY: Norad's civil society support is transparent in the use of funds, in decision-making and in the achievement of results. Civil society actors with Norad support contribute to transparency among governmental and private actors.

Why: Transparency creates trust and confidence. It strengthens equality in partnerships and it enhances accountability and legitimacy. Transparency and scrutiny are not only important for safeguarding democracy and human rights. They also combat corruption. Internal control to uncover irregularities and corruption must be institutionalised within the management and the entire organisation. In order to contribute to greater transparency and accountability, many organisations have established systems for accountability, transparency and ethical guidelines. Some organisations adhere to certification schemes of accountability and codes of conduct. These schemes also contain requirements for participation and feedback from the target group in planning, implementation and monitoring.

What: Transparency means that the use of funds and money flow is transparent for all stakeholders, including the beneficiaries and Norwegian taxpayers. Transparency relates to both funds and results, and whether the money has been spent in line with

agreed plans. Transparency is a key principle for the operation of both governmental and private actors, including civil society organisations. Civil society may contribute to strengthening transparency in democratic processes. Funding of civil society to hold governmental authorities and private companies accountable for the management of natural and other resources may complement bilateral development cooperation. In some countries, where the authorities violate human rights, transparency may involve a risk to organisations and activists. Corruption and a lack of transparency also exist in civil society. With access to substantial amounts of funds, the establishment of structures to prevent corruption is an important part of professionalisation.

Examples of what civil society actors can do to strengthen transparency

- Act as a watchdog and advocate for stronger transparency in the government's and private sector's management of resources and in public spending in all sectors

- Disclose to the public the organisation's financial accounts including management salaries and administration costs, and verification of the spending

- Communicate results in a clear manner to donors, target groups and other actors who are working on similar projects

- Disclose results achieved and possible failures in achieving results, as well as reflections upon the achievements and the failings

- Publish project plans, reports and evaluations on the organisation's webpage

- Disclose partnership terms and conditions to all parties, and publish partnership contracts on the organisation's website

In order to strengthen their own and partners' transparency Norad will...

- Publish information on grant decision-making and the civil society initiatives that Norad supports, on Norad's website, and increase the availability of information in English

- Publish information on results and evaluations on Norad's website, and increase the availability of information in English

- Maintain a Fraud Unit and whistle-blowing channel

6   VALUE FOR MONEY: Norad's civil society support achieves sustainable results in a cost-effective manner.

Why: Norad wants to maximise the results achieved with our available resources. Achieving results at outcome and impact level may be more resource intensive and time-consuming than the delivery of products and services at output level. Equally, reaching those who are furthest behind may require more resources than those who are more easily accessible. The focus of any civil society intervention should be on achieving sustainable results at outcome and impact levels, while leaving no one behind. Inputs should be of an appropriate quality and quantity to achieve those goals. Cost-effectiveness cannot be assessed in isolation from the achievement of results. Strengthening local civil society actors in financial and results-based management will contribute to increased sustainability and local autonomy.

What: Norad expects civil society organisations to critically examine their cost-effectiveness in relation to the achievement of sustainable results for those who are furthest behind. Local civil society organisations should manage a larger share of the civil society funds granted to the Norwegian and international organisations, in cases where this contributes to better results among marginalised groups and individuals. What is an appropriate share will vary from one context to another. This may require building local civil society actors' capacity in financial and result-based management. Money spent at international headquarters or at country offices must have a clear and evident added value.

Examples of what civil society actors can do to increase value for money

- Concentrate programmes, thematically and geographically, if it enhances cost-effectiveness and increases the potential of achieving better results

- Build on a solid theory of change and a clear results framework, and explicitly link these to budgets

- Be conscious about cost-effectiveness and their own added value in the partnership and, if necessary, rethink organisational structure and partnership approach

- Consider relocating the organisation's headquarters or key functions if they are located in high-cost countries or cities

In order to increase value for money Norad will...

- Consider thematic and geographic concentration within grant schemes if it enhances cost-effectiveness and increases the potential of achieving better results

- Increase flexibility and look at possibilities for common reporting for civil society actors working with both Ministry of Foreign Affairs and Norad funding

- Consider entering into strategic partnerships with large organisations

- Streamline procedures, align funding streams and reduce the administration burden for civil society partners, in cooperation with the Ministry of Foreign Affairs

- Continue to analyse funding streams and enter into dialogue with partners on how to increase value for money

- Seek to simplify and harmonise procedures for application and reporting

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