

'Women, Peace and Security' order and grants framework

Order of the Minister for Foreign Trade and Development Cooperation of 3 May 2016, no. MINBUZA-2016.242245, laying down administrative rules and a ceiling for grants awarded under the Ministry of Foreign Affairs Grant Regulations 2006 (Women, Peace and Security 2016-2019).

The Minister for Foreign Trade and Development Cooperation;
Having regard to articles 6 and 7 of the Ministry of Foreign Affairs Grants Decree;
Having regard to article 5.1 of the Ministry of Foreign Affairs Grant Regulations 2006;

Orders:

Article 1

The administrative rules appended as an annexe to this Order apply to grants awarded under article 5.1 of the Ministry of Foreign Affairs Grant Regulations 2006 in the field of equal rights and opportunities for women within the framework of Women, Peace and Security 2016-2019.

Article 2

An overall ceiling of €15 million applies to Women, Peace and Security 2016-2019 grants awarded from the date on which this Order enters into force up to and including 31 December 2019.

Article 3

Applications for a Women, Peace and Security 2016-2019 grant may be submitted from the date on which this Order enters into force until 15 August 2016, using the application form stipulated by the Minister and accompanied by the documents stipulated in the form.¹

Article 4

The funds will be allocated in accordance with an assessment based on the criteria set out in the annexe to this Order, on the understanding that of the applications that meet the criteria, those that meet them best will be given priority for a grant, with due regard for the need for an even distribution as referred to in article 8, paragraph 3 (d) of the Ministry of Foreign Affairs Grants Decree.

Article 5

This Order enters into force on the day after the date of the Government Gazette in which it appears and lapses with effect from 1 January 2020, with the proviso that it continues to apply to grants awarded prior to that date.

¹ The application form can be downloaded from: <https://www.government.nl/topics/grant-programmes>

This Order and its accompanying annexe, excluding the appendices, will be published in the Government Gazette. The appendices to the annexe will be published on internet.²

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² <https://www.government.nl/topics/grant-programmes>

Women, Peace and Security 2016-2019 policy framework

Chapter 1. Introduction

Security and justice are key priorities in the policy agendas of the Minister of Foreign Affairs and the Minister for Foreign Trade and Development Cooperation. Our security is under pressure. The clearest and most relevant threat to the Netherlands stems from the conflicts afflicting the regions surrounding Europe. Conflicts pose a threat to human rights and international law. Justice is partly about women's rights and gender equality, i.e. the unequal power relations between men and women, but also about inequality based on social status, politics, religion, ethnicity, gender or sexual orientation. The fundamental changes the world is witnessing require us to make choices and use existing resources in new ways; the Women, Peace and Security 2016-2019 policy framework is intended to contribute to this process. This policy framework expands on Dutch international gender policy as formulated in the letter to parliament on international gender policy of November 2011,³ the National Action Plan on Women, Peace and Security 2016-2019, the letter to parliament on Women, Peace and Security of March 2016⁴ and elsewhere.

This document is structured as follows: Chapter 2 describes the theory of change, the principles, the scope and the focus areas of the Women, Peace and Security agenda. Chapter 3 explains the assessment procedure and stipulates which organisations are eligible for a Women, Peace and Security 2016-2019 grant. Chapter 4 sets out the criteria used to assess which applications are eligible for grants. Chapter 5 is about monitoring and evaluation.

Where differences in terms of substance of interpretation occur between the Dutch and English documents concerning Women, Peace and Security 2016-2019, the Dutch version will prevail.

³ Parliamentary Papers 2011-2012, 32735, no. 39.

⁴ Parliamentary Papers 2015-2016, 26150, no. 150.

Chapter 2. Theory of change

2.1 Background

On 31 October 2000 the UN Security Council adopted resolution 1325 on Women, Peace and Security. For the first time, the Security Council explicitly recognised the invaluable role played by women in preventing and resolving conflicts. Resolution 1325 was followed by various other resolutions dealing with related issues. They call on UN member states and parties to armed conflict to ensure women's participation in peace processes, respect women's rights during conflicts, prevent sexual and other violence against women in conflict situations and prosecute the perpetrators, and involve women in devising strategies to fight terrorism and violent extremism.

In the past 15 years much has been achieved in setting norms, but implementation must be improved. The ambitions expressed in the various resolutions contrast sharply with reality. There has been hardly any improvement in the situation of women in conflict areas, and in some cases it has even deteriorated. Women are increasingly the victims of extremist ideologies which are further curtailing human rights and freedoms, particularly those of women and girls. Sexual violence and enslavement of women and girls are used by groups like ISIS not only as weapons of war, but also to disrupt communities and as propaganda to disseminate their extremist ideology.

The Netherlands helps implement the Women, Peace and Security agenda through diplomacy, development cooperation, peace missions and operations. The government has adopted a twin-track strategy. The first track is cooperation with civil society partners in the National Action Plan (NAP) on Women, Peace and Security. The second is its systematic integration into all aspects of foreign and security policy, as formulated in the letter to parliament on Women, Peace and Security of March 2016.

The National Action Plan on Women, Peace and Security was drafted and is being implemented by government (the Ministries of Foreign Affairs, Defence, Education, Culture & Science and Security & Justice and the National Police) and more than 50 Dutch civil society organisations (development organisations, diaspora organisations and women's rights organisations) and knowledge institutions. This form of partnership is unique in the world. Its added value is a worldwide network of partner organisations providing a wealth of information, ideas and new initiatives. By harmonising their activities, government and civil society make each other stronger and achieve better, more sustainable results. The Women, Peace and Security 2016-2019 grants framework funds activities in target countries within the framework of the National Action Plan.

2.2 Principles

This policy framework focuses on combating gender inequality and the underlying unequal power relations. By integrating the relevant resolutions into foreign policy we have shown that we are aware of these relations. The impact of conflict on men and women often differs. Women tend to have less say on matters of peace and security. Promoting women's equal participation is a matter of justice and, moreover, can lead to sustainable peace and inclusive post-conflict reconstruction.

The guiding principle is that women are not only victims of conflict but also make a valuable contribution to all aspects of peace and security, such as preventing and resolving violent conflict and preventing and combating radicalisation and extremism. By becoming members of the armed forces and police and by taking part in peace negotiations and political decision-making at all levels, women can improve their own and their community's position and contribute to lasting peace and stability. However, numerous systemic obstacles to equal and meaningful participation by women in all aspects of peace and security still exist.

2.3 Objectives

This policy framework has the same objective as the National Action Plan: to foster structural change of norms, laws and institutions, giving women and men equal rights and opportunities and enabling them to participate fully in conflict prevention and resolution, peacebuilding and reconstruction. Our efforts will help create the conditions that enable women in conflict areas to defend their interests themselves.

2.4 Secondary objectives, approach and activities

The framework funds interventions by signatories to the National Action Plan on Women, Peace and Security (and their partners), which promote equal opportunities, rights and security for women and girls in the eight target countries through a specific, strategic, contextual and results-based approach.

The substantive focus of the programmes to be financed must relate to the theory of change set out in the National Action Plan on Women, Peace and Security. The framework has three interconnected secondary objectives: (1) protecting women and girls in conflict and post-conflict situations, (2) combating gender norms that form obstacles to sustainable peace and (3) fostering equal participation of women in conflict prevention and resolution, peacebuilding, assistance and reconstruction.

Results can be achieved through three approaches which may comprise various activities: (1) facilitating capacity building⁵ and providing resources to foster the emancipation and participation of women and men who work towards gender-sensitive approaches to peace processes, (2) combating attitudes and convictions that perpetuate the exclusion of women and (3) influencing the implementation of laws and policy that increase impediments to the participation and protection of women. These three approaches are closely interrelated. Secondary objective (3) can, for example, be achieved by providing women with specific knowledge, skills and access to sufficient resources to take part in peace talks. Secondary objective (1) can be achieved by influencing the development and implementation of laws and policy aimed at preventing sexual and other violence in conflict and post-conflict situations.

Activities underpinned by the theory of change of the National Action Plan on Women, Peace and Security can be divided into three types of intervention: (1) knowledge sharing, (2) advocacy and (3) joint programmes. The cohesion between the three types of intervention in each target country is monitored by the country group. This grants framework concentrates on funding these activities, particularly the joint programmes. In the application the relation between the secondary objectives and the approaches must be explained for each target country.

2.5 Who is eligible for a grant?

All signatories to the National Action Plan on Women, Peace and Security whose applications satisfy the threshold criteria set out in this framework are eligible for a grant as a lead party or co-applicant. Signatories to the National Action Plan on Women, Peace and Security are Dutch organisations that are active in the field of development cooperation and carry out specific activities relating to gender equality and women's rights. Co-applicants must either be signatories to the National Action Plan or NGOs from the target country or surrounding region.

Signatories may not submit an application on their own, but must, together with at least two co-applicants, form a consortium represented by a lead party which submits the application for the programme. If a grant is awarded, the lead party bears responsibility towards the Minister for Foreign Trade and Development Cooperation for the programme's implementation.

An organisation is only eligible for one Women, Peace and Security grant as lead party. A lead party may also act as co-applicant in one other consortium, in which a different organisation is the lead party. An organisation that is not the lead party in any application, may act as co-applicant in no more than two consortia.

2.6 Our approach

The National Action Plan on Women, Peace and Security is carried out together with multiple stakeholders, who contribute to the same objective based on their various mandates and in various roles. The signatories to the National Action Plan and their local partners are well-positioned to act on the ground in the conflict and post-conflict situations where they carry out programmes, share

⁵ Capacity building is aimed at strengthening the expertise, management and financial management of partner organisations, as well as developing the core capabilities and skills needed to remain relevant in a changing context and continue to achieve results. These core capabilities are: the capability to act and commit, the capability to deliver, the capability to relate to external stakeholders, the capability to adapt and self-renew, and the capability to achieve coherence.

information and influence various levels of government. Government partners are well equipped to work at diplomatic level, on missions and in partnerships with civil society in conflict and post-conflict countries. Knowledge institutions are vital for filling gaps in knowledge about gender and conflict.

Within the National Action Plan, cooperation is an important means to achieve our shared objective, based on respect for each other's distinctive positions, roles and mandates. Social change and gender equality cannot be achieved through a single programme or short-term activities; they require a long-term strategy and the commitment of all signatories. We will therefore continue our work in most of the target countries in our second National Action Plan on Women, Peace and Security. The target countries for the Women, Peace and Security 2016-2019 grants framework are Afghanistan, Colombia, Democratic Republic of the Congo, Iraq, Libya, South Sudan, Syria and Yemen. The ministry will grant no more than one application per target country, selected on the basis of quality. Only applications judged to be of satisfactory quality will be financed. If none of the applications relating to a specific target country satisfy the minimum quality requirements, no grant will be awarded for activities in that target country and the available budget will not be exhausted.

The target countries are at the heart of joint efforts on the National Action Plan on Women, Peace and Security. Each target country has a country group in which signatories, local partners and embassies work together. Independently of this grants framework, the country groups will draw up gender-specific context-, actor- and conflict analysis. The analyses identify the different security needs men and women have, the underlying causes of conflicts and how they relate to gender inequality, and power relations in the country. Each country group works out a strategy for achieving the objectives of the theory of change set out in the National Action Plan. The embassies are closely involved in the work in the country groups, both in developing and implementing the country strategy, as well as in monitoring, and if necessary supporting, the implementation of the selected programmes. Lead parties must also include gender-specific context-, actor- and conflict analysis in their grant application, which may be drawn up in consultation with the country group, if desired.

Chapter 3. Assessment procedure

3.1 Criteria

To qualify for a grant, the application must satisfy certain threshold criteria and quality criteria:

1. Threshold criteria: criteria which all applications must meet. Applications that do not satisfy all of the threshold criteria will be rejected and will not be considered further.
2. Quality criteria: criteria relating to the quality of the theory of change and its development in the programme proposal, including criteria relating to financial effectiveness (relationship between results and budget).

3.2 Grant applications

Applications for a Women, Peace and Security 2016-2019 grant can be submitted from the date on which these administrative rules come into force up and to including 15 August 2016, using the model application form stipulated by the Minister.⁶ For details on the application requirements, please refer to the application form.

An application must focus on one of the target countries, i.e. Afghanistan, Colombia, Democratic Republic of the Congo, Iraq, Libya, South Sudan, Syria or Yemen, and must comprise:

A. A theory of change that, at a minimum, includes the following elements:

1. Gender-sensitive context-, actor- and conflict analysis of the target country, which answer the following questions:

- What are the social, economic and political factors that can hinder or facilitate gender equality on the chosen theme or themes in the target country? And what are the main problems and underlying causes behind those factors?
- How do local, regional, national and international actors engage with men, women and gender minorities?
- Do these actors attempt to bring about positive change in the problem areas and on the selected theme or themes, or do they actually obstruct positive change? If so, how?
- What influence do these actors have on bringing about change?
- Assess the various actors' legitimacy.
- Assess the specific role (positive and negative) played by the various actors.
- What are the main issues, underlying causes and factors that lead to the conflict? And to what extent do these factors influence women, men and gender minorities differently?
- What role are men, women and gender minorities expected or able to play in drawing up, implementing, monitoring and evaluating interventions?

2. A country-specific development of the theory of change set out in the National Action Plan, formulated as short- and medium-term objectives with an accompanying vision, including presuppositions, and short- and medium-term interventions.

3. A partnership agreement between the lead party and the co-applicants, setting out the various roles and added value of the lead party, co-applicants and local organisations within the programme, and explanatory notes to the agreement proving an equal and complementary partnership exists between the members of the consortium. The agreement should at a minimum specify (i) how each of the parties will contribute to the consortium's activities, (ii) how decisions are made within it, (iii) how costs and risks are shared among the parties, (iv) how the fulfilment of obligations towards the Minister in respect of the grant is ensured, and (v) how the consortium will work together with the Dutch mission in the target country and with the National Action Plan country group.

4. Measurable outcome indicators for the purpose of monitoring and corrective action

B. A programme proposal that, at a minimum, includes:

⁶ <https://www.government.nl/topics/grant-programmes>

1. A concrete and realistic development of the theory of change in the target country and a detailed description of the strategic interventions chosen to achieve the envisaged goal (input, output and outcome), relating to the theory of change set out in the National Action Plan and based on the gender-specific context-, actor- and conflict analysis of the country.

2. Details on which organisation is the leading party, how the consortium works together and which local organisations will be involved in implementing the programme.

3. A risk analysis and measures to mitigate the risks described.

4. An M&E framework that clearly refers to the theory of change and the indicators presented in it, including a description of the estimated technical assistance needed to develop and strengthen an M&E framework for the target country. An indication by the lead party of which monitoring and evaluation methods will be used to monitor progress in achieving goals and learn lessons.

C. A budget for the entire duration of the programme, including a cost estimate for the technical assistance needed to develop and strengthen an M&E framework. The budget should be drawn up in accordance with the model in appendix 4. An amount should be reserved in the budget to cover the travel expenses of local partners taking part in the annual policy talks at the Ministry of Foreign Affairs. The budget should be accompanied by an explanatory memorandum.

3.3 Assessment

The assessment will take place in two stages, leading to a selection of eligible programmes. The first stage consists of a check against the threshold criteria. The second stage consists of a substantive assessment of the theory of change and its development in the programme proposal.

The provisions of the General Administrative Law Act, the Ministry of Foreign Affairs Grants Decree and the Ministry of Foreign Affairs Grant Regulations 2006 are fully applicable to the assessment of applications and the ultimate award of grants. Applications will be assessed in accordance with the above legislation and the requirements set out in these administrative rules.

The assessment of grant applications and the award and allocation of the available funds will take place by means of a call for proposals: the quality of all applications that meet the requirements set out in these administrative rules will be assessed according to the same criteria. The applications that best meet the criteria will be given priority in the award of grants. The Minister will award grants in accordance with this ranking, following the allocation method explained in more detail in section 3.5. The criteria are set out in chapter 4.

3.4 Available resources

Funds of €15 million have been set aside. Grants will be available for activities carried out between 1 November 2016 and 31 December 2019.

The Women, Peace and Security grants framework takes a programme-based approach, allowing the lead party and the co-applicants to award grants to local organisations in the target countries based on annual plans approved in advance.

3.5 Allocation of resources

To be eligible for a Women, Peace and Security 2016-2019 grant, applications must first satisfy all the threshold criteria. Applications will also need to adequately satisfy the criteria relating to the quality of the theory of change and the quality of the programme proposal, including the budget.

The assessment of grant applications and the award and allocation of the available funds will take place by means of a call for proposals: the quality of all applications will be assessed according to the requirements set out in these administrative rules. The applications that best meet the criteria will be given priority in the award of grants, in accordance with article 8, paragraph 3 (d) of the Ministry of Foreign Affairs Grants Decree.

If insufficient resources are available for all satisfactory applications to receive the full grant requested, funds will be allocated to them according to their ranking on the basis of the criteria

specified in these administrative rules. The aim is to award only one grant per target country to the proposal that satisfies the criteria best. If, for one or more countries, no applications with a theory of change and programme proposal of sufficient quality are received, the minister may decide not to fund any activities in these countries.

The grant for programmes targeting Afghanistan, Colombia, Democratic Republic of the Congo, Iraq, Libya and Syria is €2 million. The grant for programmes targeting South Sudan and Yemen is €1.5 million.

3.6 Procedure prior to decision-making

The Ministry of Foreign Affairs will appoint a committee of independent experts from within and outside the Ministry to assess the applications. Committee members may not themselves submit or help draft applications. Decisions on applications submitted before the deadline will be made no later than 15 October 2016.

Chapter 4. Criteria for assessing applications

4.1 Threshold criteria

D.1: The lead party is a Dutch non-governmental, not-for-profit organisation which possesses legal personality.

A Dutch organisation is an organisation established in the Netherlands under Dutch law that has its registered office in the Netherlands. A non-governmental organisation (NGO) is a not-for-profit organisation neither established by a public authority nor connected to a public authority either de facto or under its constitution, which possesses legal personality under civil law in the country where it has its registered office.

D.2: On 15 May 2016 the lead party and the Dutch co-applicants are signatories to the National Action Plan on Women, Peace and Security 2016-2019.

D.3: A co-applicant is a Dutch or Southern not-for-profit NGO which possesses legal personality. A Southern NGO is an NGO that has its registered office in the country or region where the intended activities will be carried out (target country). Conflicts in various target countries have in recent years made it difficult for local NGOs to establish their registered office in the target country. Therefore the following definition applies to local NGOs working for the benefit of these countries: an organisation that has its registered office in the region and demonstrably carries out activities for the benefit of the target countries.

D.4: The lead party submits the application on behalf of a consortium consisting of the lead party and at least two co-applicants as referred to in criterion D.3.

D.5: The lead party must demonstrate that, as of 1 January 2016, at least 25% of the consortium's annual income derives from sources other than Ministry of Foreign Affairs contributions. Grants awarded under Women, Peace and Security 2016-2019 will not exceed 75% of the consortium's total annual income.

Because this criterion applies to the consortium as a whole, if one organisation derives less than 25% of its annual income from sources other than Ministry of Foreign Affairs contributions, this may be offset by the co-applicants in the consortium. Funds which are derived directly or indirectly from the budget of the Ministry of Foreign Affairs (e.g. a grant or contribution from a Dutch embassy) do not count towards the applicant's own income, but do count towards its total annual income.

D.6:

A. The maximum remuneration of individual management and board members of the lead party and any Dutch co-applicants does not exceed €168,000 per calendar year based on full-time employment, as from the start of the period for which the grant is being requested. This amount includes not only the total of periodically paid salary, profit sharing and bonuses, but also taxable fixed and variable expense allowances and other payments made at set times of year, such as holiday pay, 13th month's salary, the employer's share of pension contributions, etc.

The maximum level of remuneration is derived from the salary of the Director-General for International Cooperation at the Ministry of Foreign Affairs. The Director-General for International Cooperation falls under the collective labour agreement (COA) for civil servants under which a 36-hour working week constitutes full-time employment. If a management or board member is employed for less than 36 hours per week, the maximum remuneration of €168,000 is pro-rated by the part-time factor of their employment (extent of appointment / 36 * €168,000). If the organisation gives the part-time factor in the grant application, this will be the basis for calculating the reduced maximum remuneration. If no part-time factor is given, the management or board member is assumed to work a 36-hour working week.

B. The maximum remuneration of the managers and board members of co-applicants established in one of the target countries must be in reasonable proportion to the seniority of their position and to

the organisation's geographical location, size and complexity, as from the start of the period for which the grant is being requested.

D.7: The lead party is capable of proper financial management. The lead party can ensure effective and efficient implementation of the activities due to its expertise regarding the activities for which grant funding is sought.

D.8: The programme involves activities aimed at one of the following target countries: Afghanistan, Colombia, Democratic Republic of the Congo, Iraq, Libya, South Sudan, Syria or Yemen.

D.9: The activities for which grant funding is sought will be carried out between 1 November 2016 and 31 December 2019. The grant amount for applications focusing on Afghanistan, Colombia, Democratic Republic of the Congo, Iraq, Libya or Syria is €2 million for the entire duration. The grant amount for applications focusing on South Sudan or Yemen is €1.5 million for the entire duration.

D.10: The lead party and the co-applicants work together on the basis of a partnership agreement that describes the various roles and added value of the lead party, co-applicants and local organisations within the programme, and explanatory notes to the agreement proving an equal partnership exists between the members of the consortium. The agreement should at a minimum specify (i) how each of the parties will contribute to the consortium's activities, (ii) how decisions are made within it, (iii) how costs and risks are shared among the parties, (iv) how the fulfilment of obligations towards the Minister in respect of the grant is ensured, and (v) how the consortium will work together with the Dutch embassy in the target country and with the National Action Plan country group.

D.11: The programme does not relate to commercial services, investment or other commercial activities.

4.2 Criteria relating to the quality of the theory of change

The quality of the theory of change is assessed on the basis of the following detailed criteria, which relate to the components that every theory of change should include:

P.1: The extent to which the theory of change contains sound, gender-sensitive context-, actor- and conflict analysis of the target country.

P.2: The extent to which the proposal's theory of change is a logical extension of the National Action Plan's theory of change and is based on the context-, actor and conflict analysis.

P.3 The extent to which the theory of change provides an proper system for monitoring inputs and outcomes, including indicators, that ties in with the vision and objectives of the theory of change.

P.4: The extent to which a) the theory of change explicitly mentions the assumptions it is based on and b) the consortium is able to make changes if these assumption need to be adjusted.

4.3 Criteria relating to the quality of the programme proposal

The quality of the proposed programme is assessed on the basis of the following criteria:

P.5: The extent to which the programme is relevant to policy. This is assessed on the basis of the following factors:

(1) the extent to which activities follow on logically from the gender-sensitive context-, actor and conflict analysis of the target country;

(2) the extent to which activities are logically underpinned by the theory of change;

(3) the extent to which a) the substantive focus of the activities relates to the theory of change of the National Action Plan on Women, Peace and Security and b) the activities contribute to the objective or secondary objectives of this policy framework. The objective is to foster structural change of norms, laws and institutions, giving women and men equal rights and opportunities and enabling them to participate fully in peacebuilding and reconstruction. The extent to which activities focus on all three interconnected secondary objectives: (1) protecting women and girls in conflict and post-conflict situations, (2) combating gender norms that form obstacles to sustainable peace and (3) fostering equal participation of women in conflict prevention and resolution, peacebuilding, assistance and reconstruction.

P.6: The extent to which the programme is complementary to other activities undertaken in the target country by the consortium and other NGOs or multilateral agencies.

P.7: The extent to which the programme helps build the capacity of partners in the target country. Capacity building must be aimed at strengthening the expertise, management and financial management of partner organisations, as well as developing the core capabilities and skills needed to remain relevant in a changing context and to continue to achieve results.

P.8: The extent to which local partners can effectively influence the programme. This should be evident from local partners' involvement in developing, implementing and evaluating the programme and in taking corrective action.

P.9: The extent to which satisfactory risk management is in place. Risk management should comprise a risk analysis, mitigating measures and a risk monitoring system.

P.10: The extent to which the proposal provides a detailed SMART description of the envisaged outcomes, outputs, proposed activities.

P.11: The extent to which the programme makes a clear and realistic connection between the outputs to be achieved and the resources necessary to do so.

Chapter 5. Monitoring and evaluation

Progress will be regularly monitored on the basis of the approved theory of change and the programme, including the budget. Accountability for the spending of grants will be ensured annually for each programme through the provision of open data in accordance with the IATI standards. The lead party will be expected to follow IATI developments and adapt their accountability procedures accordingly. The lead party draws up an annual financial report.

Measuring, analysing and monitoring the outcome of the National Action Plan 1325 is a difficult task and an important responsibility. To evaluate the outcomes of activities in the target countries, lead parties develop a country-specific monitoring and evaluation (M&E) system based on a number of previously defined specific, measurable, achievable, realistic and time-bound (SMART) indicators that tie in with the theory of change. In the programme budget the lead party must set aside an amount for monitoring and evaluation at country level.

Annual policy talks between all lead parties, consortium partners and local partners will be held to learn from experience, to strengthen the interplay with the Ministry of Foreign Affairs' policy and to enable the results of monitoring and evaluation to be fed back into implementation. This also provides an opportunity for organisations to exchange experiences. At the talks, country sessions with the National Action Plan country groups will be held for each target country. The structure and content of the talks will be decided by the Ministry of Foreign Affairs in close consultation with the lead parties.

Appendices

1. Model application form
2. Checklist for Organisational Capacity Assessment (COCA)
3. Short COCA form
4. Budget template