

Organisational Performance Review of FOKUS (Forum for Women and Development)

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Summary

Background: What is FOKUS?

FOKUS is an umbrella organisation of 74 women's organisations in Norway and manages funds to project cooperation and partnerships between Norwegian women's organisations and women's organisations in the South and East. Thirty-five organisations currently have projects, and 20 organisations have project funding under the FOKUS-Norad Cooperation Agreement for 2007. FOKUS also receives funding for its information work, and during the last few years has received funding from Norad for competence building of both the Secretariat and member organisations, including partners in the South.

FOKUS is rather unique in a global perspective. Nowhere else have we found an umbrella organisation with only national women's organisations as members, with the main focus of funding grassroots women's organisations and their projects in the South, and where project management is mainly performed by voluntary efforts. The organisations' passion for women's situation and empowerment is evident in the voluntary spirit and time invested in working in partnership with organisations in the South to reach the targeted poor women. The spirit is commendable. However, the member organisations' passion may overlook the impact side of projects and learning from what worked well and what could have been done differently to increase value for money and projects' sustainability. A more professional project management approach is encouraged.

FOKUS has a large number of member organisations, on average each of them has a small number of projects with limited budgets. The total budget from Norad for project activities during 2007 was NOK 15.63 million, while overall the project budget for 2007, including the Telethon budget from the 2005 campaign and from Operation Day Work, amounted to NOK 38.6 million.

FOKUS is a membership organisation and is governed by its General Assembly and its Board. A Secretariat of seven employees are responsible for the implementation of the GA and board's decisions, to follow up and give management and technical support to the members, and to assure that the different requirements from Norad and others are fulfilled.

In this report we use the term "member organisation" about Norwegian women's organisations that are members of FOKUS, and "partner organisations" about their partners in the South, who they work in partnership with to implement projects.

FOKUS' ability to reach its objectives

FOKUS' project portfolio is impressive and includes many fascinating organisations and projects that make for good results on the ground. However, the picture is varied, and in many areas FOKUS is also struggling to reach its objectives. Working with women's

rights in cultures and communities with high gender inequality includes the risk of failure. Developing a programme approach and a rights-based approach in practice will give the organisation a better basis to document how they fulfil their objectives and address them when they are not reached.

FOKUS' relevance for partners

FOKUS' work is of high relevance to each partner. The strength of having the member organisations working with their identified partners lays the groundwork for strong commitments. The partner organisations we have met have all stated that FOKUS' funding and partnerships are of high relevance and value. They also value that FOKUS provides funding for core staff and infrastructure, in addition to approved project activities, and they find the project visits, the dialogue during the year with partner organisations and the evaluations completed as useful for their work. The Team also believes that the partners are of great relevance to FOKUS, and their members and knowledge creation.

FOKUS' ability to secure good results

FOKUS achieves overall good results, but is not good at capturing the valuable and interesting results achieved. When they do have problems in reaching planned results, this is also not addressed systematically. Much of this is due to an organisational culture that FOKUS shares with other NGOs: a great deal of emphasis on activities rather than focus on results; and extensive use of oral management practices, rather than write-ups and written documentation throughout the management cycle. NGOs often instinctively seem to think that they "know how things work" since they are so involved in the activities, and that reporting results is often seen as an academic exercise.

Cost effective use of funds

FOKUS' Secretariat is relatively large compared to other umbrella organisations when compared to total volume of funds. This has to be so, given that FOKUS member organisations have small project management groups doing this work on a voluntary basis. The Norad budget for FOKUS has included funds specifically for capacity-building in all parts of the organisation, including partners in the South. It is difficult for the Team to see any alternative that could reach the same amount of grassroots organisations in an equally cost-effective manner as FOKUS.

Conclusions:

Organisational structure and capacity

- Systems and procedures for project management are in place, but there is room for improvement. However, FOKUS' management system is focussed on the single project and its activities, not on a programme approach. FOKUS' vision includes a strong focus on women's rights; however a rights-based approach is not well developed in its project work.
- FOKUS may manage substantially larger amount of funds in the future, given that it can expand its staff and develop a programme approach. Partner organisations in the South both need and can manage much larger budgets from their Norwegian partners. The barrier to such expansion of volume of funding lies today in the FOKUS member organisations, and their inability to manage larger funds both due to their own funding and risk aversion.

- The organisation has all the minimum governance structures that are needed for an umbrella organisation. However, it is the opinion of the team that mandates and division of labour and authority between the various parts of the governance structure is poorly defined.

Reporting and systems in place, dialogue with Norad

- Financial management control routines are adhered to. The quality of both applications and reports seems to be improving. The member organisations, while finding the new requirements for results reporting demanding, agree that the new formats are better and aid them in improved project management. Budgets and accounts are scrutinised both by Norwegian member organisations and by the FOKUS Secretariat. When failure to adhere to rules and regulations occurs, action is taken to address these issues, and in the last instances to freeze project funds and to close the project.
- Norad has been instrumental in making FOKUS into a more professional project organisation, by demanding new and improved formats for planning and reporting, and by providing extra funding for competence building. Norad has also engaged actively and constructively with FOKUS on enabling FOKUS to move to a programme approach and more coherent results reporting. These issues are, however, demanding and need to be addressed by FOKUS, based on their experience as a member organisation. The Team finds that FOKUS is somewhat hesitant to present their own interpretation of what programme approach and results reporting means in the context of how FOKUS works. The dialogue between Norad and FOKUS would benefit from evidence-based experience being systematised and presented by both sides.

Competence and knowledge management

- FOKUS is not able to utilise the important competence available in their member and partner organisations unless they have a stronger and larger Secretariat. The staff has the overall sufficient competence for management of the Norad Funding. However with the additional task of managing the Telethon project, the FOKUS staff is overstretched. One consequence of this is that there has been less time for systematic learning and competence building in the Secretariat. What FOKUS produces of reports and its visibility is not in accordance with the potential competence that FOKUS has, both as a Secretariat and valuable resources among member and partner organisations. A personnel policy is in place, but there is no competence-building strategy that links capacity building in the Secretariat with organisational capacity building and member and partner organisations. Only three of the seven staff members have permanent contracts; this should be a concern for FOKUS.

Learning processes and adaptation

- Small organisations are often stuck in their way of doing things. Procedures and routines continue as there is little time to devote to organisational development and change. The Team is of the opinion that FOKUS has a golden opportunity to take stock of their activities, and reconsider how they are managing their activities, and change into a more innovative project organisation. Sources for learning can come from three different sources: (i) Everyday project management and dialogue with member and partner organisations, by ‘muddling through’ and problem solving; this is often called ‘tacit knowledge’; (ii) Reporting, through annual reports, which are

structured according to need to know; and (iii) Evaluations, where learning is the objective to understand better what the activities and results entail.

- The Team is of the opinion that all three sources of knowledge production are in use, but not in a systematic manner, and with too little use of them in drawing conclusions and using them in adaptive management practices to improve work beyond the individual project. FOKUS management concentrates on the individual project, and is not systematically embedded in a change-oriented organisational culture. To change this approach is a major challenge to FOKUS.

From projects to programmes

- The challenge for FOKUS is to move from projects to programmes, given their member organisations and that many organisations have one or very few partners and projects. The Team supports the approach identified in the FOKUS application to Norad that programme development has to be carried out in close collaboration with their member organisations. Prudence and sensitivity should be exercised when moving to a programme approach, and the concept of a solidarity fund discussed in the dialogue between Norad and FOKUS for some of the partners and projects should be taken into account in the future management structure. However, it also requires a strong Secretariat that does some of the analytical work of the project portfolio and opportunities and challenges.
- Working more explicitly on a rights-based approach, as the new strategy has identified that FOKUS shall do, could guide FOKUS both in a formulating a programmatic approach and a strategy for strengthening women's organisations and civil society.
- Such an approach could also guide FOKUS in working more on the topic of men and gender equality. Based on the discussion that the Team had with partner organisations, there seems to be a strong need to take men into consideration when analysing gender in the programme. The partner organisation also claimed that the FOKUS requirement, wherein only girls should benefit from scholarships, created conflicts and tensions in the community and looked for ways so that men and young boys could be involved.
- An international trend is that many women's groups also include other marginalised groups in their work; this could include youth, marginalised men and indigenous people. Many of the partner organisations de facto work with these groups.

Long-term secure financing architecture

- FOKUS core funding comes from Norad, which finances both a stable volume of project funding, and the Secretariat. Norad is also an important partner for FOKUS in setting standards and placing demands on FOKUS to perform better. This relationship that FOKUS has with Norad enables the organisation to access other funding. To achieve a larger stable and long-term volume of funding through their member organisations, FOKUS needs to solve the problem of its own contribution(s).

Recommendations:

Organisational structure and capacity

- FOKUS needs to move from a project- and activity-oriented fund management to a programme approach and better results focus in its planning, reporting and evaluation systems. FOKUS also needs to invest more in developing a proper rights-based approach in its programming, and train their member organisations in such thinking.
- FOKUS should invest more in developing knowledge about their partners and under what conditions they should work. The FOKUS Secretariat should work in close collaboration with the relevant member organisation on this aspect.
- FOKUS should consider opening a separate line of programme activities managed by the FOKUS Secretariat itself.
- FOKUS should develop more clear mandates, and division of labour between the different parts of their governance structure. The Secretariat and its director needs a stronger mandate to become a visible and professional actor. FOKUS should also develop more of a written management culture to ensure continuity in discussions and learning. FOKUS should consider establishing committees for specific tasks.

Reporting and systems in place, dialogue with Norad

- FOKUS should continue to work on improved templates and systems. These systems should be developed in such a way that project plans and reporting feed into the programme approach and their reporting schedules. FOKUS should develop a more clear understanding of the opportunities and limits of a programme approach given that they have a high number of member organisations who base their project management on voluntary work; thereby having a more evidence-based argument in their dialogue with Norad. A document presenting the criteria and process for exit strategies has been on the plans for some time; it is recommended that this work be completed in 2008. Templates for end-of-project reports with an emphasis on learning should be developed, and lessons learned should be discussed and presented in the final report of their programme period.

Competence and knowledge management

- It is recommended that FOKUS develop a more explicit personnel policy and career development plan, as well as an overall capacity-building plan to accompany the Strategy 2007-2012. The staff is potentially the most important asset for FOKUS, in addition to its member organisations and their partners, and a competent staff may assist FOKUS in becoming a stronger organisation. FOKUS is advised to look to the Norwegian Mission in Development (BN) and their document on capacity building (BN 2006), and discuss with BN their experience with using a more strategic approach to capacity building. FOKUS is advised to look into the recruitment and contract conditions, to strive towards more use of permanent or long-term contracts.

Learning processes and adaptation

- FOKUS should formulate an evaluation policy and strategy, as well as templates for member-organisation response and Secretariat response to the evaluation. FOKUS is also encouraged to consider developing different types of evaluations given the situation of the projects or topics in question. Thematic evaluations should also be planned for implementation during the period 2008-2009, to contribute to the overall reporting for the programme period 2007-2009. We recommend that FOKUS consult BN about their experience with thematic evaluations.

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- FOKUS should consider systems for improving learning from everyday management through self-reflections through regular “retreats”; more analytical work in their annual reports where cumulative results are presented, and by taking the evaluation results into the discussions of how to improve work across the board, not only the individual project in FOKUS, including more specific work on women’s organisation in the South and problems and opportunities encountered in their work; and on the value added of the partnership with the Norwegian partner, and FOKUS financing. Efforts should also be made more systematically to acquire knowledge about how these organisations in the South work as part of strengthening the civil society.

From projects to programmes

- FOKUS should work in close collaboration with their member organisations in formulating the programmes. The Secretariat needs to conduct analytical work on the project portfolio to prepare and inform this work.
- A rights-based approach would be useful for programme development, and it is recommended that this be a strong component in programme formulation, and used as guidance for strengthening women’s organisations and civil society.
- FOKUS should consider establishing a solidarity fund, as it is already outlined in the current Cooperation Agreement with Norad, for those organisations and projects that may fall outside the programme approach.

Long-term secure financing architecture

- FOKUS should consider a permanent fund-raising mechanism (in addition to the Telethon). We believe FOKUS can move into a position to market itself as an organisation with potential for both individual sponsorships (regular contributions) and company sponsorships. However, such a move should only be made when FOKUS has a larger staff, recruited specialised competence on fund raising, and developed the necessary sponsor recruitment and information material.

Abbreviations

CATW	Coalition Against Trafficking in Women
CEIMM	Centro de Estudios e Información de la Mujer Multitécnica/ Centre for research and information on multi-ethnicity and women, (URRACAN) Nicaragua
CONAVIGUA	Coordinadora Nacional de Viudas de Guatemala/National Coordination of Widows of Guatemala
CSWD	Chole Society for Women and Development, Tanzania
FGM	Female Genital Mutilation
FOKUS	Forum for Women and Development
GA	General Assembly
IAC	Inter-African Committee on Traditional Practices Affecting the Health of Women and Children
ICCPG	Institute of Compared Studies in Penal Sciences in Guatemala
INGO	International NGOs
JURK	Legal Counselling for Women
KIWAKKUKI	Women against AIDS in Kilimanjaro, Tanzania
KWIECO	Kilimanjaro Women Information Exchange and Consultancy Organization, Tanzania
LAG	Latin America Group
MFA	Ministry of Foreign Affairs
MOU	Memorandum of Understanding
NGO	Non-governmental organisation
NKFF	Norwegian Women and Family Association
Norad	Norwegian Agency for Development Cooperation
SAIH	Norwegian Students' and Academics' International Assistance Fund
Sida	Swedish Agency for Development Cooperation

SIVSA	Department for Civil Society, Norad
ToR	Terms of Reference
URACCAN	Universidad de las Regiones Autónomas de la Costa Caribe de Nicaragua / University of the Autonomous Region of the Caribbean Coast Nicaragua
WFN	Women's Front of Norway

1 Introduction

1.1 Background

FOKUS, Forum for Women and Development, is an umbrella organisation for Norwegian women's organisations and associations and their work on women and development. FOKUS consists of its member organisations, a Governing Board and General Assembly, and a Secretariat with a director, and six project staff members, one of them funded by the Telethon, the rest by Norad. FOKUS has four work areas:

- (i) Development projects by member organisations and their partners abroad, in 2007 less than 50 per cent was funded by Norad;
- (ii) information work by member organisations and the Secretariat;
- (iii) advocacy work, and cooperation in an international network on gender and development; and
- (iv) resource centre on international women's issues.

The Civil Society Department (SIVSA) at Norad commissions organisation performance reviews of all major Norwegian NGOs receiving funding from Norad. FOKUS is the first umbrella organisation to be assessed in this manner. Organisational reviews of the two other umbrella organisations receiving funding from Norad are the Mission in Development (BN) and the Atlas Alliance which will be completed in 2008. An earlier evaluation of these two organisations is available (Norad, 2004).

FOKUS is unique in a global perspective, nowhere else have we found an umbrella organisation with only women's organisations as members, with the main focus of funding grassroots women's organisations and their projects in the South, and where project management is mainly performed by voluntary efforts. FOKUS has a large number of member organisations; on average each of them has one or a small number of projects with limited budgets. The total budget from Norad for project activities for 2007 is NOK 14.45 million; while the overall project budget for 2007 including the Telethon budget from the 2005 campaign and the remaining funds from Operation Day Work (1999) is NOK 38.6 million.

The review will include an overall assessment of FOKUS as an organisation: its governance structure and organisational competence and capacity. It will be limited to that part of FOKUS that receives funding from Norad, which means that it excludes organisations that do not have development projects, or receive funding through other channels, such as the Telethon in 2005. Furthermore there is an analysis of the situation today for the year 2007. However when looking back, it will consider the latest Norad cooperation period 2003-2006. The original three-year period was from 2003-2005, but

was extended by one year to allow for a new application from FOKUS based on its new strategy that was approved by the organisation in June 2007. Given that FOKUS has just approved the new Strategy 2007-2012 (FOKUS 2007), and the new Cooperation Agreement 2007-2009 with Norad, which both suggest a stronger thematic focus, and also to some extent a more concentrated geographical focus, the review will also include a forward-looking section, and discuss possible scenarios, constraints and opportunities for the future work of FOKUS.

NIBR has been contracted to do this organisational review as part of its annual Cooperation Agreement programme with Norad for 2007.

The members of the *review team* are:

Berit Aasen, NIBR, sociologist. Team leader, responsible for Inception Report, Tanzania case study, and main report.

Siri Bjerkreim Hellevik, NIBR, political scientist. Assistance to team leader, reviewing documentation, assisting in interviewing and drafting of Inception Report.

Dr. Marit Haug, NIBR, political scientist. Quality Assurance, support on methods and field work, Guatemala case study (funded through another commission).

Vigdis Halvorsen¹, Norad. Participating in the Tanzania case study, special focus on Norad policies and procedures, and Norwegian policies on gender and development.

Aggripina Mosha, Freelance consultant, participated in the Tanzania field work, and wrote a paper as input to the evaluation report on the Tanzania context and the Tanzanian organisations. Mosha also read the final report as part of the quality assurance.

Mildrid Mikkelsen, Project advisor at FOKUS, has been FOKUS contact person for the review, and did travel with the Review Team while in Tanzania.

Resource Group

A resource group, consisting of a FOKUS desk officer at SIVSA, a director and project officer in FOKUS, and three SIVSA desk officers who act as a reference group for the organisational performance reviews at SIVSA, was established somewhat late in the process, and had three meetings on the 6th and 13th of November, and the 11th of December 2007 (for discussion of the draft report).

An Inception Report was presented to Norad July 2007, discussing the ToR, and outlining methods and approach for the organisational performance review.

The team leader has also reported back on preliminary findings to the FOKUS Board of Directors at one of their meetings in October 2007.

1.2 Outline of the report

Chapter 2 presents the overall analytical approach to organisational performance reviews as they are described in the Terms of Reference (ToR). The chapter explains the methods

¹ Vigdis Halvorsen replaced Parvez Kapoor as Norad's representative in the review team at the start-up of the review.

used and the data available. The special challenge of analysing an umbrella organisation is discussed.

Chapter 3 presents the current context in Norway for FOKUS work, with the political strong focus on strengthening work on women's rights and gender equality in development cooperation.

Chapters 4, 5 and 6 correspond to the different parts of the analytical model of the ToR. Chapter 4 presents the organisational governance structure, capacities and tools and procedures of FOKUS. Chapter 5 presents how these systems perform and Chapter 6 discusses results achieved concerning strengthening capacities of partner organisations in the South.

Chapter 7 presents conclusions and recommendations. Since FOKUS did approve their new strategy summer 2007 and was facing the challenge of to operationalise and implement the new strategy, it was agreed with Norad and FOKUS that the Review Team would make an analysis on that goes beyond an ordinary organisational performance review to discuss future scenarios for a stronger and larger FOKUS. This analysis has been added as an Annex 2 in the Report.

2 Analytical framework and methodology

2.1 Review model

This is an organisational performance review. The focus is on how well the organisation has developed its necessary management system, how it relates to the environment around it, and to what extent it is capable of meeting its own goals and purpose(s).

The Terms of Reference (ToR) states that an organisational review concentrates on the services that the organisation performs. In the case of FOKUS this means the services the organisation performs for their member organisations in their management of the Norad Cooperation Agreement and the project funding under this agreement.

There are two types of services that FOKUS as a Secretariat provides:

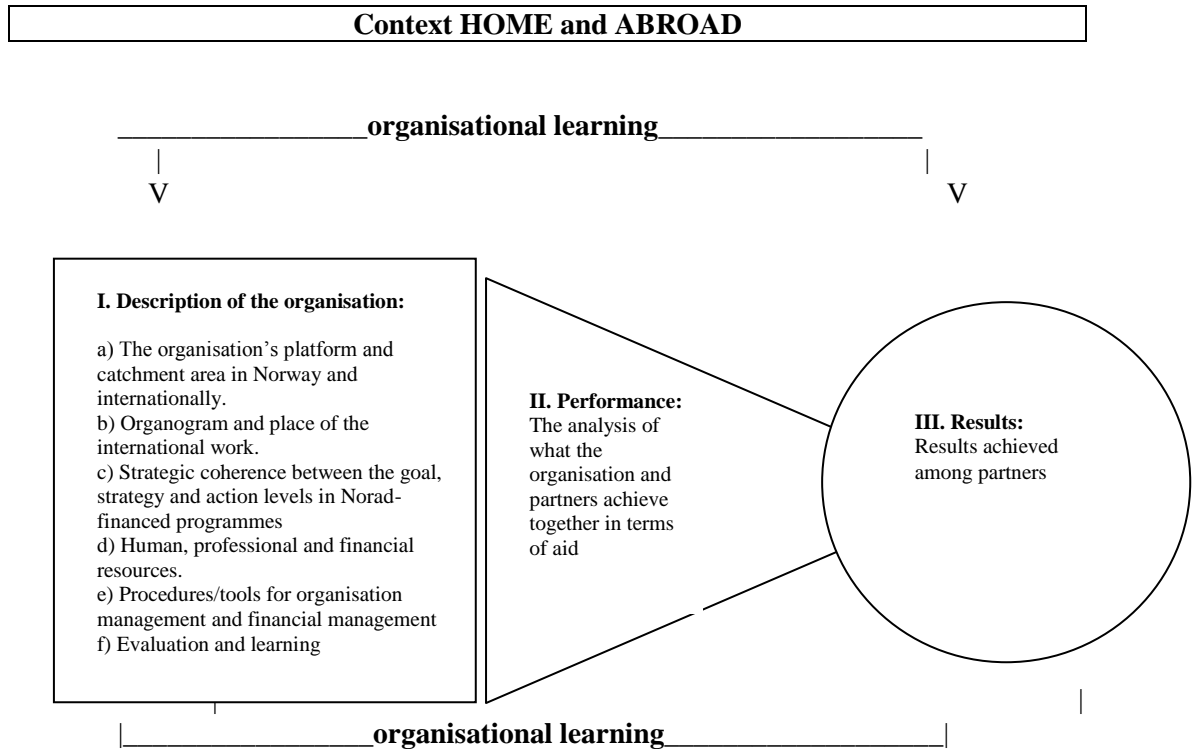
- Project management services that enable their member organisations to access Norad funding and engage in project activities with their partners in the South, including competence building on project planning and applications, results reporting and technical support; and
- Professional technical services that member organisations provide to their partner organisations in the South, and where the FOKUS Secretariat may contribute.

The review goes beyond the analysis of project management, financial routines and reporting, to also look at learning environments, monitoring and evaluation and knowledge management. The organisational performance review is to be placed within the political and organisational context of the umbrella organisation in Norway, but also in the context of their partner organisations in the countries they work in.

The ToR defines *performance* as:

- ability to achieve own objectives,
- examine relevance to local partners and target groups,
- secure good results and cost-efficient use of funds in line with Norwegian political priorities.

In the ToR the following analytical model for conducting organisational performance reviews is presented:



The square **(I)** contains the description of the organisation, including FOKUS' objective and visions, human and financial resources, governance structure, procedures and management tools.

The triangle **(II)** contains the analysis of FOKUS' abilities to use the resources it has available to reach its objectives. FOKUS here means the entire organisation: the member organisation and the partners, the Secretariat and the governance system.

The circle **(III)** contains analysis of the results that FOKUS achieves in building capacity at their partner organisations. Results on the ground among end users of the services provided by the organisations are recorded and discussed in relation to how this illustrates partner organisations' capacity-building achievements.

FOKUS is the first umbrella organisation to be assessed for its organisational performance. The Team has discussed the ToR in depth with SIVSA, and decided to concentrate the study on the links in the organisation, i.e. the relationships between the FOKUS Secretariat and member organisations and between member organisations and partners in the South, in addition to describing capacity and structures of the FOKUS Secretariat.

What became clear early in the study was that rather than studying each distinctive link, it was more useful to analyse the interaction of the triangle: FOKUS member organisation(s), their partner(s) and project(s) in the South and the FOKUS Secretariat, and how they jointly address the issues of capacity and quality in project planning and reporting.

It also became clear from the very start of the study that the projects are the “property” of the member organisations, not of FOKUS as such. This became clear when the field visit to Tanzania was planned, and where we were able to coordinate with already planned visits by the Women’s Front of Norway and Legal Counselling for Women (JURK) to their partners in Tanzania². This was important as these organisations would not have had the funds over and above what they had already planned and budgeted for their annual partner visits. Performance reviews of other umbrella organisations in larger organisations with their own staff and higher travel budgets might not encounter the same problems.

In this report we use the term “member organisation” for Norwegian women’s organisations that are members of FOKUS, and “partner organisation” for their partners in the South, who they work in partnership with to implement projects.

2.2 Stages in the review process

The organisational review started with a review of documents and interviews with the Norad/SIVSA and FOKUS Secretariat, as a basis for the inception report. Of great help in this preliminary mapping of the organisation and its services and resources was the report that the FOKUS Secretariat prepared in the summer 2007 for their four-year Cooperation Agreement period with Norad from 2003-2006.

The first step was therefore to get an understanding of FOKUS as an organisation, and of how the organisation is set up, and what procedures and routines exist in the organisation, and between the Secretariat and the member organisations. Although the review is limited to that part of FOKUS engaged in Norad-funded activity, the description of the organisation has to include all aspects of the organisation as this influences the Norad-funded activities. The description also includes partners in the South, but is limited to Norad-funded activities³.

2.3 Limitations of the review

FOKUS is a small organisation, but with a large number of member organisations and projects. There are limits to how much we have been able to assess financial management systems, and organisational procedures. The focus of the Team has been on understanding the interrelations between the different links of FOKUS, how they communicate, take decisions and share responsibility and experience. We have also spent much time discussing with FOKUS and member organisations the challenges they now face with the new Strategy and programme period. We therefore recommend that Norad conduct a more traditional organisational auditing before entering into a new programme period. Sida has institutionalised a system of assessment of cooperation agreements, which includes an organisational auditing. They have also implemented a 3+1 year

² FOKUS’ Secretariat, with their project advisor for WFN/KIWAKKUKI, Tanzania, also took part in the field visit.

³ The exception is JURK’s partner in Guatemala, the Institute of Compared Studies in Penal Sciences in Guatemala (ICCPG), as the project was moved from the Norad portfolio to the Telethon portfolio in 2007. This project was included in this report to give a full picture of the Guatemalan project activities.

system where, after a programme period of three years, there is a one-year of lessons learned evaluation and planning period to decide on a new programme period.

The Team recommends that Norad consider the experience of Sida's 3+1 year system, and their system of different and complementary assessment of their cooperation agreement partners. An alternative is to allow FOKUS a bridging year in 2010, after the programme period, where the report for the preceding period 2007-2009 will be analysed and a new programme period 2011-2013, or longer, will be prepared. During this period Norad could also take the initiative regarding the necessary assessments and studies.

2.4 Programme theory, what is FOKUS expected to achieve and how

The programme theory that FOKUS' support builds upon is the following:

- Support to women's projects and women's organisations in the South are important in order to achieve more empowerment of women and to better their livelihoods. Women's organisations are important actors for putting women's problems and resources on the agenda.
- Support through Norwegian women's organisations has the added value of strengthening people-to-people solidarity practices, and of making use of the Norwegian organisations' own experiences of organising women and strategic advocacy work for women's rights, thereby strengthening the women's organisations in the South.
- Support through FOKUS should give both sufficient quality of project management and an ability to act as a competence centre based on project learning.
- Support through FOKUS allows reciprocal relationships between women's organisations in Norway and in the South, where Norwegian organisations may also learn from partner organisations in the South, especially on the topic of mutual relevance, such as trafficking, FGM and violence against women.

2.5 Methods and data collection

Data collection

Data was gathered through the use of:

- Document review
- Interviews with key informants
- Field visits to Tanzania and Guatemala

Project documentation Norad/MFA – FOKUS:

The Team has made use of written documents. Documentation that has been used includes:

- Application for the 2003-2005 period
- Application for one-year extension of the period to 2006
- Application for the new 2007-2009 programme period
- Agreement and annex for the new 2007-2009 programme period
- Report for the period 2003-2006

- Report for each of the projects, from the six organisations selected for in-depth studies, for the programme period 2002-2006
- Accounts for each year 2003-2006
- Correspondence between Norad and FOKUS, relating to such issues as reporting, complaints from FOKUS on decisions taken by Norad, etc.
- Application to MFA for strengthening the capacity of FOKUS on gender and development
- Selected member organisations' applications for 2008.

FOKUS documentation:

- FOKUS web site
- FOKUS Strategy 2007-2012
- Papers from the General Assembly June 2007
- FOKUS Project Management Manual
- FOKUS project strategy
- Project documentation and reports, relating to the six organisations selected for in-depth analysis
- Selected correspondence between FOKUS and member organisations on selected organisations and projects
- Selected evaluation

Interviews

Interviews in Norway have been made with:

- The former⁴ and current director of FOKUS.
- Group interviews with the staff, in addition to individual interviews with staff members who are desk officers for the six selected organisations.
- Interviews with the six selected organisations.

2.5.1 Tanzania field study

The ToR identified Tanzania as a case country for field work. The Team, including the Team leader Berit Aasen, NIBR, and Vigdis Halvorsen from Norad, visited Tanzania during the period of 6-14 September 2007. A local consultant, Aggripina Mosha, was recruited and took part in a two-day workshop that the Women's Front of Norway organised with their partner organisations on Zanzibar 3-4 September 2007, and participated as full members of the team during their stay in Tanzania 6-14 September 2007. The Norwegian Embassy organised a two-day NGO workshop in Dar es Salaam 6-7 September 2007 where the Team participated. The Team had a group interview with IAC, Singida and Dodoma Chapters at the NGO workshop.

The Team travelled with WFN and the FOKUS project advisor to Chole to visit Chole Society for Women and Development (CSWD) from 8-9 September, and travelled with FOKUS' desk officer and JURK to Moshi 10-13 September and spent four days with KIWAKKUKI and KWIECO, in a meeting in their offices, and participation and observation of their work in the field with target groups. The Team participated in a follow-up meeting on the recent evaluation of KWIECO, where the KWIECO director

⁴ The former director was interviewed before she left her position 1 May 2007.

and professional staff, JURK and the FOKUS project advisor participated. The Team also organised a summary and feedback meeting with KIWAKKUKI before they left Moshi. The Team leader with the local consultant had a summary meeting and a debriefing with the Norwegian Embassy on 14 September 2007.

2.5.2 Guatemala field study

Team member Marit Haug visited Guatemala between 15 October to 2 November 2007. The budget initially did not allow for an additional country case study. However, when NIBR was awarded the evaluation of Norwegian NGOs in Guatemala (Norad 2007), it was decided that one of the team members from the FOKUS organisational review, Marit Haug from NIBR, would be responsible for the analysis of FOKUS projects in Guatemala. This gave the Team the opportunity to add a Guatemala country case. However, as the topic for the other evaluation was the outcome of the Norwegian support to NGOs, the field trip to Guatemala provided less insight into organisational matters and performance. However, it provides us with valuable information about partner organisations and project activities in a second country case.

2.5.3 Forum Syd, Sweden

Swedish NGOs and SIDA make use of umbrella organisations to a much larger extent than Norad does in Norway. The team has therefore found it useful to look at the Swedish experiences, and in particular, at the umbrella organisation Forum Syd. Forum Syd is a much larger organisation than FOKUS, and does not focus specifically on women's organisations. What they have in common is that many of their members are small voluntary-based solidarity organisations and that both umbrellas must balance many different needs of their member organisations.

Forum Syd, a short description

Forum Syd is a Swedish umbrella organisation with 200 member organisations working with development issues via campaigning and advocacy in Sweden and on the international level, and through funding to a higher number of development projects in the South and East. Forum Syd is politically and religiously independent, and covers all Swedish organisations that do not fit into any of the other Swedish umbrella organisations. Forum Syd works on a very broad spectrum of themes and is a platform for collaboration between Swedish NGOs.

The total cooperation agreement from SIDA is 200 million SEK pr year, in addition Forum Syd has about 100 million SEK from different embassies and regional offices in SIDA. They have projects in more than 70 countries.

Forum Syd's different roles:

- *Building opinions in Sweden* – Forum Syd works actively to develop/improve the Swedish opinion about development issues, global issues, etc. Their mandate is to try to influence Swedish politics and decision-making processes. Forum Syd grounds this effort in their working experiences in the south and their southern partners in particular.
- *Capacity-building of members.* Forum Syd provides training for members and partners and is a platform for information exchange. The focus is on civil society as a

driving force for change, both in the South and in Sweden, an efficient civil society-driven development aid and building the Swedish opinion on global issues.

- *Strengthening civil society in the south.* Forum Syd works for a stronger civil society by facilitating coordination, information exchange within a programme/region, cooperation, common learning, between members working in the same organisations. Forum Syd also provides their members with a country analysis.
- *Managing funds/quality assurance of funds.* Forum Syd on behalf of SIDA manages many different types of agreements:
 - Larger member organisations have their own cooperation agreements with their own programmes within the Forum Syd cooperation agreement (approximately 50% of the funds are allotted this group).
 - Middle-size members with their own projects.
 - Small solidarity organisations with small projects (Aktivitetsfondet - do not have to be members of Forum Syd to apply for funding)
 - Forum Syd has its own programmes (including country representatives) financed by embassies and regional offices in Sida, and managed by the Forum Syd country offices.
 - Youth exchange programme (Volunteers)
 - Information work

Forum Syd management's structures and decision-making

Forum Syd has a traditional management structure with:

- *Annual meetings* once a year that takes decisions on the strategic level
- *Board* – consists of representatives from the member organisations, prepares and follows up the annual meetings, decides activity plans, follows up the contact/relations with the members, decides on the applications to and agreement with SIDA
- *Executive committee to the Board* – prepares and follows up the board meetings.
- Between the annual meetings; one or more member meetings are to be arranged. The purpose of this meeting is to strengthen a common identity and discuss important issues for the members. Member meetings can take decisions on cases delegated from the board or the annual meeting.
- *Preparation groups* (Beredegrupper). Forum Syd has eight preparation groups for project activities (by country/geographical region). There is also one preparation group for information and one for the youth foundation (volunteers). Earlier, Forum Syd also had one preparation group for their programme activity, but this group was discontinued due to slow progress in programme formulation. The preparation groups consist of representatives from the members. The desk officer in Forum Syd prepares and gives his/her recommendations to the preparation groups and then the preparation groups discuss and give the board a recommendation of funds allocated for each project.
- *Secretariat:* 70 employees, of these, 17 are desk officers for project fund management for member organisations. Desk officers are organised according to country/regional lines, which implies that one member organisation working in several countries can have several desk officers (the exception is the large members who only have one desk officer for their whole agreement).

Programme approach:

Sida demands in their new guidelines (approved spring 2007) that the Swedish NGOs (Forum Syd included) report results on an aggregated level. This implies a certain degree of programme approach for all Swedish NGOs. In the case of Forum Syd, Sida also explicitly views Forum Syd as a partner with a common approach and strategy, and not just a technical administrator of Sida's funds to their member organisations.

The large member organisations have their own programmes and cooperation agreements within the Forum Syd agreement. This is not the case for FOKUS, so we will not consider this group of Forum Syd here.

Middle-sized members work at the project level. So far, these projects are not part of any aggregated Forum Syd programme, but there have been attempts to create common programmes consisting of several projects run with different Swedish member organisations and their partners.

3 FOKUS – context and framework

3.1 An umbrella organisation with predominantly voluntary organisations

FOKUS is one of three umbrella organisations that manage funding from SIVSA, Norad, to their member organisations; the other two are the Norwegian Mission in Development (BN) and the Atlas Alliance (disability). FOKUS differs from the two others by (i) having a larger number of members; (ii) by the majority of the organisation managing the development projects on a voluntary basis; and (iii) having a much smaller budget for development projects than the other two umbrella organisations. FOKUS' Secretariat is large in comparison to other umbrella organisations relative to the volume of funds managed, since FOKUS member organisations need considerable follow up, and manage a small volume of funds.

Norad has been instrumental in assisting the organisations in setting up the umbrella organisations. Wikipedia http://en.wikipedia.org/wiki/Umbrella_organization in their definition of umbrella organisations presents the following important functions and characteristics. An umbrella organisation:

- is an association of institutions, who work together formally to coordinate activities or pool resources;
- provides resources and often an identity to the smaller organisations;
- is to some degree responsible for the groups under its care;
- provides a better pool of experts and experience;
- provides shared apprenticeship and exchange of know-how;
- gives a sense of community and support that makes people and member organisations derive utility from multilateral and shared activities;
- achieves an increased brand or public awareness of the issues at stake.

The underlying idea in Norad for the use of umbrella organisations is that the umbrella organisations:

- (i) take over the management of donor funding to small organisations membership organisations, thus relieving Norad from management burden;
- (ii) perform quality assurance and training of small membership organisations enabling them to plan, manage and report on their development projects in a time of increasing

demands on results reporting and professional management of aid, thus enabling broader people-to-people cooperation in Norwegian development cooperation;

(iii) become a competence centre on the themes that member organisations work on, in the case of FOKUS to become a competence centre for women and development.

3.2 Norwegian political priorities for women and gender equality in development cooperation

Women and gender equality is one of five main priorities for the present government. This is stated both in the government's Soria Moria declaration and repeated in the following annual state budgets (St.prop 1.) In March 2007 the Ministry of Foreign Affairs launched a new action plan for Women's Rights and Gender Equality in Development Cooperation (MFA 2007a). This action plan has four thematic priorities:

- women's political participation
- women's economic participation
- reproductive health
- violence against women

In addition, women and gender equality is to be mainstreamed into all types of development assistance. The action plan has a clear rights-based approach and underlines that Norwegian development cooperation must address the fact that women face other kinds of challenges and are affected by development programmes differently than men. The action plan does highlight that Norwegian development cooperation shall contribute to the building of women's organisations and women's ability and opportunities to contribute to their country's development. Norwegian NGOs are mentioned as an important partner and channel for fulfilling the action plan on the condition that the Norwegian NGO represents an added value in the partnership with the local NGO. The main aim of using the Norwegian NGOs is to increase women's participation in decision-making processes and to better women's life situations.

In addition to the action plan on women's rights in general, the government has previously launched thematic action plans on female genital mutilation, UN Security Resolution 1325, and on trafficking.

3.3 Norad cooperation agreements – Policy framework for FOKUS

The Grant Schemes for Humanitarian Assistance and Development Cooperation by Norwegian and International Voluntary Actors is the main policy document for NGO funding in Norway (MFA 2007b). The grant schemes are aimed at strengthening civil society as a driving force and agent for change in achieving national and international development goals. A requirement from Norad is that cooperation with civil society must be organised in a way that effectively promotes social change in keeping with international development goals.

Activities supported under these schemes must satisfy the same qualitative criteria as other Norwegian development assistance with regard to recipient and performance

orientation. Importance is attached to strategic coordination between the various development actors in their efforts to achieve the development goals. The cooperation between Norwegian NGOs and their local partners must aim at building up capacity in local cooperation partners and the activities must be carried out in such a way that they do not detract from the national authorities' ability to govern and responsibility for government. Activities should from the beginning have goals and plans for achieving the necessary sustainability, so that the long-term effects of the activities can be maintained after external assistance has been phased out.

In the *annual budgets* (St.prop 1) the main priorities for the coming year are stated. For the last two years there has been an explicit priority particularly to environment and gender issues related to the NGO funding. For 2008 the following aims were identified for Chapter 160.70 Civil society: the fund shall make it possible for the civil society to actively contribute to central goals for Norwegian foreign affairs, especially human rights, strengthening civil society as a driving force, climate/environment/sustainable development, increasing women's participation, fulfilling the MDGs (MFA 2007, p. 122 ff.)

In addition to the guidelines and the annual budget, each January Norad receives a "*Letter of allocation*" (Tildelingsbrevet) from MFA. This letter outlines the main priorities and guidelines for Norad's work for the coming year. In this letter, the political priorities are sometimes concretised further. In the letter of allocation for 2007 on the part on managing funds for civil society, Norad was instructed to increase the funding for activities with women as a main target by NOK 10 million and environment as a main target by NOK 40 million.

Norad's support to civil society is managed along several budget lines. The largest budget line by far is the one managed by the Department for Civil Society (SIVSA) to Norwegian NGOs for long-term development activities.

Norwegian support can also be channelled as direct support to civil society organisations in the South, managed by the embassies. This budget line is the country allocation or the regional budget line.

Norad did introduce cooperation agreements with the larger NGOs, including the three umbrella organisations in the 1990s. In order to simplify management and improve quality control Norad entered into programming periods with a duration of three, four or five years, where the NGOs present the programmes with budgets for the whole multi-year agreement period, and thereafter report on deviations from original plans. The NGOs also present their management systems and quality control systems, and present plans for review, evaluations and studies as part of their programme periods.

Norwegian support can also be channelled as direct support to civil society organisations in the South, managed by the embassies. This budget line is the country allocation or the regional budget line.

Cooperation agreements –Policy Framework for FOKUS

Norad has two types of agreements: single agreements and cooperation agreements. Single agreements are project-based (one agreement per project) and mainly entail a one-year contract. Cooperation agreements are for a period of three, four or five years and on the aggregated programme level. There is one agreement per organisation and the agreement can therefore cover several different countries and different thematic areas.

The cooperation agreements shall be on a programme level. The demand for working with programmes (rather than separate projects) has been increasingly stressed from Norad the last years. Plans and reports shall be on the programme level (by country or theme or both, conditioned by the size of the activity in each country). The programmes often consist of several projects that contribute to a common programme goal within a geographical area. All projects should be part of a programme and stand-alone projects should be phased out. The same emphasis on programme funding and cooperation agreements can be found in other like-minded countries' support to civil society.

The background for this programme focus is mainly due to increased focus on results. The total NGO portfolio is very widely spread (more than 70 countries and all different types of thematic areas). Moreover, within one Norwegian NGO there are sometimes very widespread activities. In many countries there are only one or two small projects with no connection to each other. This is not seen as an efficient way of working. A higher degree of concentration and connection between the projects is desirable to be able to utilise the funds better and to receive better results at a higher level. The increased programme focus is also a result of a development where Norad moved away from micromanagement and approval of each single project and more over to aggregated agreements. Programme focus is also motivated by the need for improving results reporting. The belief is that programme focus will ease reporting on cumulative results in one country or one programmatic area.

The contract between Norad and the organisation(s) are mainly the same for regular NGOs as for the umbrella organisations, only with some exceptions regarding extended deadlines and a clarification of responsibility between the umbrella secretariat and their member organisations. Norad signs the agreement with the secretariat of the umbrella organisations and sees them as the responsible partner for the Norad funds. It is the secretariat's responsibility to ensure that the member organisations follow the conditions and criteria stated in the agreement. The umbrella organisations have the same requirement to develop and present a programme approach as the other NGOs.

FOKUS new Cooperation Agreement 2007-2009

FOKUS signed a new three-year Cooperation Agreement with Norad from 2007. The agreement indicates an increase in the funds from NOK 18.5 million in 2006 to 22 million in 2007 and estimated funds for 2008 and 2009 are 24 million per year. This increase is motivated by FOKUS being seen as an important partner with activities in line with the political priorities on women and gender equality. Included in the 22 million for 2007, FOKUS was granted NOK 3 million to be spend on capacity-building on all levels of the organisation. The FOKUS Secretariat is usually 100 per cent financed by Norad, but the latest Telethon did finance one project advisor in the Secretariat.

In the new agreement there is an explicit expectation that FOKUS should concentrate their activities by decreasing the number of countries and thematic areas. According to Norad, FOKUS is too widely spread compared to their capacity. However, the agreement gives the possibility of introducing a "solidarity fund" for projects not part of any programme. The demand for concentration in the Agreement refers to the development of the new strategy in FOKUS. In Annex 1 to the contract, programmes on FGM, reproductive health, HIV/AIDS, post-conflict/peace building, women's rights and violence against women are defined with common goals. The programmes are generally described, this partly because Annex 1 was prepared before the new strategy was adopted

by FOKUS. There is now an ongoing dialogue between Norad and FOKUS on further development and concretisation of the programmes, including a plan for implementation and development of good indicators. FOKUS has a final deadline in May 2008 to finish this work.

3.4 FOKUS, an organisation undergoing change

Given the increased focus in Norad on results reporting and programme development in its civil society programming, there was increased pressure on FOKUS to change its procedures and working methods from single projects to a more programmatic focus. In parallel with this, the Secretariat also acknowledges the merits of a more programmatic focus, where in the future each project advisor will work on a more limited number of countries, thematic areas or programmes to build up more in-depth knowledge and to provide better programme management support, and contribute to the development of FOKUS as a competence centre.

In 2006 FOKUS established a working group to develop a new strategy for the organisation, emphasising a more programmatic approach, and identifying a limited number of thematic areas and regions to work in. The Strategy was approved at an extraordinary general assembly in June 2007.

The Cooperation Agreement with Norad for the programme period 2003-2005 was extended for one more year for 2006. A new cooperation agreement was approved for the period 2007-2009, acknowledging that this would have to be an interim period where the Strategy should be approved and made operational, and the work on programme focus developed with a view to formulating a proper programme-based application for the next programme period 2010-2012, in place by the fall 2009.

There has been a rapid shift of directors in FOKUS during the last few years, with a new director in place every second year⁵. The last director left in May 2007 and a new director was in place in September 2007. There has also been a rapid shift of desk officers for FOKUS in SIVSA, Norad, with little continuity in the dialogue on FOKUS strategic development, beyond concern about financial management and reporting.

Most of FOKUS' seven staff members are relatively newly recruited. The head of office has been with FOKUS since the first Telethon in 1989. The head of information started in 1999. One of the project advisors started in 2005, but the rest of the staff were recruited in 2007. The four project advisors recruited since 2005 are all on temporary contracts⁶.

The work with the operationalisation of the Strategy started in the fall of 2007; a Working Group was established in October 2007 with representatives from the Board, member organisations not represented in the Board and the Secretariat. The basis for the mandate of the working group is both the new Strategy and the new agreement with Norad, which calls for an increased programme focus. The group is to report preliminary results to the General Assembly in November 2007, and will present a final report to the Board in Spring 2008. FOKUS also is under contract obligations to present such a programme plan, with projects included, to Norad by the summer of 2008.

⁵ This was partly due to the last director having a two-year leave of absence to take up a position in Brussels, of relevance to her later work as Director of FOKUS.

⁶ These temporary positions are partly due to maternity leave of two of the permanent staff.

FOKUS has re-established the old network of gender focal points in other large NGOs in the fall of 2007. The important difference between a former network of gender focal points in the early 2000 and this year's agreement is that the current network has made a Memorandum of Understanding (MOU) between FOKUS and these organisations with a mandate to develop some specific activities together and to work as a watch dog for Norwegian support to women and gender equality (FOKUS 2007). Their first action was to produce a joint statement in early November signed by the directors of the organisations as input to the new White Paper on Women and Gender Equality in Norwegian Development Cooperation, to the Minister of Development Cooperation.

FOKUS has also concluded that they need to commission their own organisational review to follow up the present review, with a view to implementing an organisational development programme in 2008. The focus of such a review would entail both the capacity and skills needed in the Secretariat; relationships between the Board, General Assembly, member organisations and the Secretariat; and procedures and routines at the office.

Many of the weak areas the present report points to are already accepted by both FOKUS and Norad, and work has been initiated to make reforms and improvements in these areas.

MFA has expressed keen interest in the transformation of FOKUS to a more competence-based organisation, with a strong watch-dog function for women and development, and with the capacity to take on a larger volume of aid for women and development; i.e. of becoming an important channel for aid to women in the South. FOKUS has in principle responded positively to this request, but it is still too early to assess these new developments. However, we have been asked to include some scenarios for the future developments of FOKUS, and the prerequisite and conditions for the development of a stronger FOKUS (see Chapter 8).

4 Organisations and resources

4.1 Organisational history, goals, mandate and strategy

FOKUS, Forum for Women and Development, was established in 1995 and is a Norwegian organisation working on women's rights and gender equality globally. The start of FOKUS was in 1989 when women's associations in Norway applied for and were awarded the Telethon (TV-aksjonen) for Women in the Third World. FOKUS was then established as a Secretariat to manage the Telethon funds according to the rules given in the Telethon regulations. When funding was about to run out, Norad in 1994 assisted FOKUS to establish a permanent umbrella organisation, and provided funding for relevant projects to continue.

FOKUS is an umbrella organisation, with more than 74 women's associations as members. FOKUS unites member organisations and different networks of women's organisations in Norway on their work on women's rights and gender equality in a global context. In addition, FOKUS functions as a Secretariat assisting the member organisations in their support and partnerships with partner organisations and their projects in the South.

Of the 74 member organisations, 35 have projects in countries in the South. FOKUS as well as the projects of its member organisations are funded by Norad and by Telethon and Operation Day Work (OD). As of 2007 FOKUS and its member organisations cooperate with local partners in 34 countries. Most of these partners receive funding from Norad.

It is interesting to note that Telethon played a similar role in the formation of Norwegian Mission in Development (BN) and the Atlas-Alliance, the two other umbrella organisations that receive funds from Norad for their member organisations. All three organisations emerged after their member organisations had joined forces for the Telethon; and Norad seems to have been instrumental in the establishment of all three organisations.

The annual cycle of FOKUS

The role of FOKUS vis-à-vis the member organisations

The role of the FOKUS Secretariat has been to assist member organisations in their project planning, application process, project management and reporting and accounting. All identification and preparation of project activity is in principle the responsibility of partners in the South in partnership with and with assistance from their Norwegian partners. The FOKUS Secretariat may play a role in linking partners in Norway and the South. The member organisations send their project applications to the FOKUS Secretariat by September 1st, and the Secretariat reviews the application and sends them as part of the programme package to Norad by November 15th. The FOKUS Secretariat

handles all contact between the member organisation(s) and Norad. Up to now the FOKUS Secretariat does not have any projects of their own in the South.

The Secretariat seems to spend most of their time on administration and management of the funds. The communication between the Secretariat and the member organisations is dominated by these issues and there is little time left to give the members technical support on thematic issues related to country context, women issues, evaluations, partnerships, etc.

The relation between Norad and the FOKUS organisation

The relation between Norad and the member organisations is taken care of by the FOKUS Secretariat. The FOKUS Secretariat and Norad regulate this relation through a Cooperation Agreement on the programmes qualified for support.

Historically Norad considered the quality of the projects from the member organisations before entering into an agreement with FOKUS on funding. This changed with the new Cooperation Agreement for 2007-2009. Now the FOKUS Secretariat is responsible for the vetting of projects and the multi-year application sent to Norad is on an more overall level that focuses on the thematic priorities from the FOKUS strategy and with only brief information about the single projects. Norad approves the programme package from FOKUS. The Annual Plan for 2008 is a short document, referring to possible deviations from the original plan, and giving a list of projects and budgets within the overall budgets already agreed with Norad.

As of 2007, FOKUS has 73 projects in 34 countries; 29 of these projects have Norad funding. The remaining 43 are funded by resources from the national Telethon (2005),⁷ and one from the Operation Day work (OD) (from 1999). Norad funding goes to projects in the South only. Member organisations of FOKUS have also established collaboration with nine countries in the Eastern Europe. This collaboration is funded from the Telethon funds.

As a result of an over-stretched Secretariat, FOKUS has been delayed in implementing work and tasks agreed in the annual meetings with Norad, such as criteria for phasing out projects, presentation of programme profiles, entering evaluations into Norad's NGO database.

FOKUS often finds Norad unclear and inconsistent in their communication. For example, FOKUS has several times asked for clarifications around the demand for a programmatic approach, and what demands may be made on organisations having few and small projects managed by voluntary work. Norad on the other hand finds FOKUS too passive, waiting for Norad to give the correct answer instead of going ahead and interpreting the terms into a FOKUS-specific situation and inviting Norad to respond to this situation. The Team believes FOKUS has more room for presenting their own views and positions on these issues, and is advised to do so. FOKUS could also raise more specific issues like exit strategies, pilot projects, basket funding in their annual reports to Norad.

⁷ The national Telethon, called TV-aksjonen, is an annual Norwegian TV campaign arranged by the Norwegian State Broadcasting. This campaign collects contributions from Norwegian citizens and the money is targeted to one particular organisation or one theme every year. In 2005, the funds collected were donated to FOKUS.

4.2 Governing bodies and organisational structure

General Assembly

The General Assembly is the highest organ of FOKUS and meets at the end of each year. Extraordinary meetings of the General Assembly may be called, as occurred in June 2007 when it voted on the new Strategy 2007-2012 and changes in the board memberships. Meetings and the papers for the meeting have to be called with at least 4 weeks' notice. The General Assembly is "the executive committee of FOKUS, with representatives from all the affiliated women's organisations". The General Assembly elects the Board of Directors and the Chair of the board in its annual meeting. Each member organisation has one vote at the meeting.

The Board of Directors

The Board of Directors is the political leadership of the organisation between the General Assemblies (GA) and is elected at the GA. The GA discusses principle issues and gives the Board a mandate to take decisions within the overall guidance given by the GA and FOKUS' by-laws. The Board constitutes itself, and establishes an Executive Committee with the chairwoman, vice chair, and one of the board members, as well as an alternate member. The Board has five members from member organisations, and one member from the staff with full voting rights. The director is present in Board meetings, and at the Executive Committee meetings, but without the right to vote. Board meetings take place at least 4 times a year.

The Board has the duty to present applications from FOKUS for financing, approve Norad Cooperation Agreements, be responsible for the FOKUS project portfolio and FOKUS thematic collaboration with member organisations, present issues for discussion and decisions in the GA, and have work/task responsibility for the employees.

In accordance with mandates, boards are to focus on more overall issues and strategies. In practice it seems to the Team that the Board is too engaged in micro-management, and spends too little time on strategic issues, leading to a situation where the communication between the Secretariat and the Board are too focused on details.

This goes both ways, while the Board interferes in detailed matters at the Secretariat, the Secretariat does not always provide the Board with the right type of information. For example, the application to Norad is discussed only at the project level in Board meetings, and not on an overall programme level. The final application to Norad and the agreement with Norad is not automatically discussed or shared with the Board or member organisations. The application and contract with Norad is shared with the Board on request. The Team should advise FOKUS to share the Norad agreement for the Programme period as well as the annual application and report with the member organisations, and discuss these with the Board. This may be done by establishing a separate space for member organisations protected by a password on the FOKUS website. Forum Syd has institutionalised this practice.

4.3 Management capacity and human resources

Secretariat

The Secretariat is responsible for the daily management of the organisation. The Secretariat consists of director, head of office, head of information and four project advisors. In addition, an accountant works part time.⁸ The Secretariat handles all contact with member organisations, such as providing support in the project preparations, the application process and reporting. The Secretariat also prepares the meetings of the Board and is responsible for reporting on their work to the Board.

The project advisors all have a background in voluntary organisational work. They have degrees in higher education (sociology, political science, social anthropology, economics), and have been working with international development issues through their studies, or through earlier employments.

The staff is (quite/relatively) young, and three of them, including the new director, have worked in development projects abroad. The staff is also predominantly new to FOKUS. The head of office has been with FOKUS since the very beginning of the FOKUS Telethon in 1989. The head of information started in 1999, and one of the project advisors was recruited in 2005. The four others, including the director, were recruited in 2007. All the project advisors are on temporary, and to some extent rather short-term, contracts.

There is no career development as part of the personnel policy, but staff is given the chance to improve their capacity and attend language training and other capacity-giving courses. The personnel policy (FOKUS 2007) needs further elaboration and FOKUS needs to work out a policy for competence building and career planning. The staff is potentially the most important asset for FOKUS, in addition to its member organisations and their partners, and what may assist FOKUS in becoming a stronger organisation. FOKUS should also consult the Norwegian Mission in Development (BN) and look into their competence-building programme (BN 2006). To build competence among member organisations and partner organisations in the South, the FOKUS staff also needs to build and renew their competence.

As a result of the Telethon 2005, FOKUS has an additional 34 projects, and only one new additional project advisor. This has led to a considerable increase in workload for the Secretariat, and the Secretariat is without doubt over-stretched.

The Secretariat in principle has sufficient language capacities, as the combined staff speaks English, Arabic, and Spanish. However, due to the necessary division of labour among the staff, there are cases where staff without Spanish language competence is project advisors to projects where all communication has to be done in Spanish. A strengthening of the Secretariat with more staff should solve this problem. In particular situations where Norwegian partners have engaged with partners and projects in Spanish-speaking countries, the organisations have over time recruited project team members within their organisation that have sufficient language competence.

Project committee

All project officers at FOKUS make up the FOKUS project committee, with one of them as the chairperson. The mandate of the project committee is twofold: it is a meeting place for discussing project applications, and results reporting; and it is a place for developing further formats, procedures and routines relating to project management.

⁸ The accountant works from his hometown in Risør, but assists in training courses in Oslo, etc.

4.4 FOKUS member organisations

FOKUS has 74 member organisations. The member organisations vary in size and type of constituency. The formal rule is that it has to be an association or organisation for women with at least 50 members, or a women's committee in a larger organisation which has a minimum of 50 female members.

In the presentation of FOKUS for the Telethon (TV-aksjonen) 2005, the organisations did self-placements in the following categories (KU means kvinneutvalg, i.e. women's committee) of all the organisations participating in the Telethon. Here we only include the organisations that had funding from Norad in 2007. For the total list of organisations belonging to FOKUS see Annex 2, see also:

http://www.fokuskvinner.no/om_fokus/organisasjoner :

Women's associations:

- World Women's Christian Temperance Union, Norway (Det Hvite Bånd),
- Women's Front of Norway (Kvinnefronten i Norge),
- Norwegian Women and Family Association (Norges kvinne- og familieforbund) (NKFF)
- Somali Women's Union (Somalsk kvinneforening)

Peace organisations:

Women's International League for Peace and Freedom (Internasjonal Kvinneliga for Fred og Frihet - IKFF)

Solidarity organisations (with women's committees)/Aid organisations:

- Norwegian Afghanistan Committee, Women's Department (Afghanistankomiteen i Norges kvinneutvalg)
- Amurt Norway – Women's Committee (AMURT Norge – KU)
- Norwegian Council for Africa, Women's Committee (Fellesrådet for Afrikas kvinneutvalg)
- Norwegian Young Women's Christian Association (YWCA) (Norges KFUK)
- Latin-America Groups in Norway, Women's Committee (Latin-Amerikagruppene i Norges kvinneutvalg) (LAG - KU),
- New Life Community Norway
- Norwegian Students' and Academics' International Assistance Fund – Women's Committee (SAIH – KU)
- Support group for East Timor – Women's Committee (Nettverk for Øst-Timors kvinner)

Professional organisations:

- Norwegian Midwife Association (Den norske jordmorforening - DNJ)
- International Association of Women in Radio and Television (IAWRT),
- Legal Counselling for Women (Juridisk Rådgiving for kvinner) (JURK),
- Network for Women with Disabilities (Nettverk for kvinner med funksjonshemming)

- Norwegian Female Lawyers' Organisation (Norske Kvinnelige Juristers Forening)

Religious organisations:

- Student Christian Movement in Norway, International Women's Committee (Norges kristelige studentforbund, internasjonalt kvinnevalg)

Party organisations:

- Norwegian Christian Democratic Party, Women's Division (Kristelig Folkepartis Kvinner)

Only the head office of the organisations can receive financial support and local branches are not qualified to receive financial support. Most of the projects that receive support are run on a voluntary basis. There is a great variation in the type of partners the organisations has in the South.

We have selected the following six organisations for more in-depth analysis:

- Women's Front of Norway (Kvinnefronten i Norge),
- Legal Counselling for Women (Juridisk Rådgiving for kvinner) (JURK),
- Latin-America Groups in Norway, Women's Committee (Latin-Amerikagruppene i Norges kvinnevalg) (LAG - KU),
- World Women's Christian Temperance Union, Norway (Det Hvite Bånd)
- Norwegian Women and Family Association (Norges kvinne- og familieforbund) (NKFF)
- Norwegian Students' and Academics' International Assistance Fund – Women's Committee (SAIH – KU)

Women's Front of Norway and the *Norwegian Women and Family Association (NKFF)* are membership-based organisations, with regional branches and boards. *World Women's Christian Temperance Union, Norway* is also a membership-based organisation.

Women's Front of Norway (WFN) is the organisation with the largest number of FOKUS projects: two network organisations, one project in Peru, and four projects in Tanzania. WFN is a member of two international network organisations, Inter-African Committee on Traditional Practices Affecting the Health of Women and Children (IAC) and the Coalition against Trafficking in Women (CATW), and manages project funds to these two organisations. IAC receives core funding for its secretariat, and CATW receives both core funding to the secretariat and to projects in Mali and the Philippines.

WFN's projects in Tanzania were included in this study, and attached to local chapter of IAC, a women's organisation CSWD at the Chole Island, which WFN helped to initiate, and a well-established women's organisation, KIWAKKUKI, in Moshi, Kilimanjaro. Most of WFN's partners are working on women's rights and violence against women. CSWD and KIWAKKUKI also provide services and work to improve women's livelihood.

WFN has one contact person for each of their partner organisations who has the responsibility for organising the communication on applications and reporting. In addition, the head of their international committee has had the responsibility for overall financial management of the projects, including scrutinising project budgets and

accounts. She also works closely with their auditor in this area. WFN is one of the founding members of FOKUS, and supported women's projects in collaboration with solidarity groups before FOKUS was started.

The Norwegian Women and Family Association (NKFF) currently has two projects under the Norad portfolio, (i) training of health workers in Sri Lanka, and (ii) support to vocational training of vulnerable girls in Uganda. They are one of the founding members of FOKUS, and supported development projects in the South before FOKUS was started. NKFF's partner in Uganda is COWA – Centenary Vocational Training School (CVTS) and their vocational training project was included in the review. The project is managed by a committee, where one member is the contact person to FOKUS and maintains all the formal communication with the partner organisation on applications and reports. One other member who lived in Kampala for many years, and who knows the partner organisation and its leader well, handles most of the communication on technical issues and provides support. NKFF's partners work on service delivery, many of them on training marginal and poor women and young girls. They are gradually building a stronger focus on legal issues and women's rights into their training.

World Women's Christian Temperance Union, Norway (Hvite Bånd) is one of the founding members of FOKUS. Earlier they had two projects in Guatemala and one in Sierra Leone (Operation Day Work). Two of the projects were closed down when evaluations documented that partner organisations did not have sufficient financial management systems in place; now only one project in Guatemala remains. The project, an education and training programme in Guatemala City for marginalised and poor women and young girls, is within the thematic areas of women's right and violence against women. The project reports mainly describe this as a service delivery project, and there is room to improve the rights-based approach of the project, which the partners have started to do, with assistance from the FOKUS project advisor. The partner is Foundation Deborah, which is part of the World Women's Christian Temperance Union, Guatemala.

World Women's Christian Temperance Union, Norway, manages the project through a project group, with a division of labour on project planning, accounts, and managing of the Norad overhead for the member organisation's own project management. They also work closely with their auditor on financial management.

Legal Counselling for Women (JURK) has been a member of FOKUS since 2002 when they were asked to become a partner to ICCPG in Guatemala. JURK and partners are clearly working within the area of women's rights and violence against women. JURK started their collaboration with KWIECO in 2005; in 2004 KWICO received direct funding from the Embassy. Their partners are similar, yet different from JURK. The similarity is that they have a common professional focus: legal aid. However, while JURK is a student organisation where students do voluntary legal counselling, ICCPG and KWIECO are established organisations with paid staff, but who also is interested in using a developing voluntary legal aid workers. JURK manages the project by having two project officers for each project who receive a low salary for 200 hours per year. These positions are advertised within the JURK system, and only women who have worked in JURK prior to this can apply for the positions. JURK has recently initiated a system whereby they can better link JURK capacity and competent expertise to their projects to also provide technical advice, not only project management advice.

The Latin America Group - Women's Committee (LAG-KU) is part of the solidarity organisation that the Norwegian Latin America group founded in the early 1970s in

Norway. LAG-KU is also one of the founding members of FOKUS from 1989. The Women's Unit is organised around their four projects, one in Guatemala since 1989, and three in Chiapas, Mexico. All projects include support to indigenous women's organisations who are working under difficult circumstances. However, there are major differences between the projects in the two countries. While CONAVIGUA in Guatemala is a national organisation working on changing national legislation and promoting the rights of the indigenous peoples, women included, the projects in Chiapas are small-scale and welfare-oriented, organising indigenous women in small production collectives, and some have not become formalised into proper legal entities.

LAG-KU and FOKUS have played a major role in formalising the organisations and providing core support to them. The Chiapas projects were originally organised as one project involving three local partners. As one of the partners experienced financial management problems, this project was finalised while separate project agreements were established for the two remaining partners. It is demanding to give support to these organisations. LAG-KU has benefited from members living temporarily in Chiapas as part of solidarity work or studies, and has kept in contact and provided advice to the organisations and projects.

CONAVIGUA can no doubt manage a larger volume of funds with good results; they also receive funding from a number of other relevant NGOs and donors. There is more doubt about the managing capacity of the Chiapas partner organisations, which have more difficulties managing the funds and documenting results.

LAG-KU manages the projects by organising two project groups, one for each country. The head of the LAG-KU is the contact person for FOKUS, but the everyday communication goes between the project advisor and the contact person for each organisation.

The Students and Academics' International Help Fund (SAIH) is a development organisation that became a member of FOKUS through their Women's Committee in 1997. SAIH and their partners work within the field of women's rights. SAIH currently has one project under the FOKUS Norad portfolio: support to CEIMM, the Women's Research Centre at URACCAN University, Nicaragua. The CEIMM project is the only FOKUS project in Nicaragua, but SAIH has four other projects in the same country, and has been supporting projects and organisations on the Atlantic Coast of Nicaragua since the 1970s. SAIH's work in Central and Latin America is characterised by a strong support to education and indigenous peoples.

The FOKUS project is managed by the same rules as the other SAIH projects, and the project officer also works with several of the other partner organisations in Nicaragua. SAIH visits the project several times a year. It should also be noted that the partner is a relatively strong organisation that receives funding from other relevant NGOs and has visions of becoming an important regional knowledge organisation. CEIMM could no doubt manage a larger volume of funds with good results.

We found that the even though the projects were managed by small voluntary project groups and contact persons (except SAIH), the input of work was substantial and of high quality. The project groups often include women with high competence and with access to large knowledge networks. The projects groups are also able to generate interest and enthusiasm about their projects and partners' work in their organisations. They receive partners on their visits to Norway, organise meetings, and carry out active information work.

4.5 FOKUS vision, goal, and objectives

FOKUS' vision is: "Women united change the world. Our vision is that of a just world where organising women serves as the foundation for equal societies without oppression".

This vision statement calls attention to FOKUS' most important mechanism for achieving change, namely organising women. Through organization of and participation by women, knowledge about women's rights will improve, respect for women's rights will increase, and women's rights will be realised to a larger extent (Strategy 2007-2012).

FOKUS' main goal

"FOKUS' main goal is to work for improvement of women's social, economic and political situation internationally, with an emphasis on the countries in the South." (p. 4)

FOKUS' objectives:

- "FOKUS shall be a competence and resource centre for women's organisations on international women's issues.
- FOKUS shall, through development cooperation, strive to improve the social, economic and political situation of women internationally with an emphasis on countries in the South.
- FOKUS shall, through information work, strive to increase Norwegian society's knowledge about and understanding of women's situation and role in a development perspective.
- FOKUS aims to strengthen the bonds and collaboration between Norwegian women's organisations in their international engagement. " (p. 4)

4.6 Thematic priorities

In the programme period 2003-2006 the following thematic areas were included:

- Women's rights
- Women's health
- Women's political participation
- Women's economic participation
- Information in a gender perspective
- Women and education
- Women, peace and security (SCR 1325)

In the report from the programme period, information on these topics was presented by placing the projects under these headings and describing their purpose and outcomes.

The new strategy 2007-2012 has identified the three following thematic priority areas:

- Women's rights
- Violence against women
- Women's political and economic participation

The new programme areas are a concentration of thematic areas; project activities are to be programmed and managed within these thematic areas, and lessons learned and

competence building is expected to be strengthened in these areas. The operationalisation of the strategy is underway, but so far no documents are available.

The strategy also states that FOKUS will make attempts to achieve geographical priorities, and identifies the following sub-regions (FOKUS 2007a):

- East Africa – where women’s needs are pronounced
- South Asia, where women’s situations are especially difficult
- Central America and the Andes region – where several member organisations collaborate with indigenous women’s organisations

4.7 Cooperation between the various parties involved in project activities

1) Cooperation between the Norwegian member organisations in FOKUS and their partners in the South (from FOKUS project strategy)

- Each member organisation is solely responsible for its relation to the partner in the South and is to support and give advice to its partner and through discussions agree on their joint goals in project profiles.
- The member organisations are to share the experiences in their work to improve women’s living conditions and position in various societies. The member organisations are also to contribute to awareness on women’s rights and on how they can fight obstacles and barriers.
- The member organisations are to contribute to improve project management among their project partners.
- The organisations have to further develop systems for building more competence on the relation between the Norwegian organisation and its partner(s).

2) Cooperation between the FOKUS Secretariat and the member organisations

- FOKUS is to support its member organisations and strengthen the quality of the development activities of the member organisations. The value of FOKUS lies in its systematic training and supervision by its Secretariat of the member organisations. By organising courses and other activities, local partners are also to participate in the building of competence that FOKUS facilitates.
- FOKUS participates in international forums and voices the priorities of women in the South. Moreover, FOKUS is to be a network which facilitates the participation of women and women’s associations in the South in relevant global discussions.

The Norad civil society policies and Cooperation Agreement with FOKUS set the policy framework for FOKUS and are clear on the need for enabling partner organisations to have goals and plans for achieving necessary sustainability. This is an essential clause that all parties in this chain have to institute in their programming for relevant action, including communication, capacities, and monitoring progress towards projects’ sustainability and learning for change.

4.8 Towards concentration and programmatic approach

FOKUS will continue to fund individual projects by member countries, but the new Strategy states that this will be done within the framework of a more concentrated thematic focus.

The idea is to work more programme-oriented, i.e. that the individual projects relate to a larger thematic work, and increase thematic and programmatic learning and exchange of experience. There is also some pressure to move towards a more geographical concentration. Norad has suggested that by reducing the number of countries, FOKUS may achieve more synergy between their projects. There are both internal and external pressures for this, both from the FOKUS Secretariat which can see that they could provide better professional advice if they were to be updated on contextual matters in a more limited number of countries.

There is also a general feeling that by limiting the number of countries, or at least concentrating in fewer countries, where several members are active with complementary projects, it would be easier both to build synergy between projects and improve experience sharing and learning, and it would also be easier to assess policy influence in the country.

FOKUS will also strengthen the organisation as "a more noticeable spokesperson for women's rights in the public opinion and in dialogue with public authorities in Norway and in international fora in collaboration with women's organisations in the South". The Strategy has now been translated into English and Spanish, and distributed to FOKUS member organisations, who have been asked to share the documents with the partner organisations. It will also be made available on the FOKUS website. (FOKUS 2007b:5).

The new strategy and the change from project to programme focus is a challenge for the member organisations and for FOKUS. The thematic and geographical concentration of activities will be demanding to achieve. The new Strategy emphasises capacity building and turning FOKUS into a stronger competence centre for women and development. It will also be important for strengthening the FOKUS identity among the Member organisations. This can be done by involving them closely in the thematic work and programme development that will take place,

4.9 The work methods of project organisation: the FOKUS Secretariat, member organisations and their partners

Routines for the Secretariat in project applications

Each project advisor in the Secretariat is responsible for a set number of member organisations with projects. The project advisor reviews applications and reports. There is a standardised routine for writing a short project summary and assessment by the project advisor in charge to be discussed in the project committee meetings. The advisor is to visit at least one of the projects she/he is responsible for per year. This is the overall rule, although with some exceptions; some of the organisations have two desk officers for projects and partners in different countries. When FOKUS moves towards a programmatic approach, the desk officers' work needs both to be more thematically related, to build technical competence, but also probably more geographically

concentrated, as context matters for how one should conduct projects and work within the thematic areas.

Project manual

The FOKUS Secretariat has developed a Project Manual that identifies and specifies the requirement and timing of planning and reporting, including templates for reporting and evaluations. Assisted by Norad, the FOKUS Secretariat has developed the templates, and the current templates are seen as an improvement by both member organisations and partners in the South. The templates are built upon the Norad templates for individual organisations' contracts with Norad. Budgets are standardised, and beginning with applications for 2008, all project applications have to provide information about the applicant's Norwegian organisation as well as partner organisation.

However, the templates are still not developed well enough, and there is still more work to be done both on the application and the reporting template. This work should be related to the work on programmatic development, and a guide for how to enter information into the template should be developed. One cannot underestimate the barrier to providing relevant and accurate information, and introducing new templates needs to be accompanied with proper instructions to member organisations.

Training for member organisations

The FOKUS Secretariat provides two training courses each year, one on project planning on deadlines before the application date, and one on results reporting before the reports are due. During 2007 FOKUS has invested extra effort into training to improve results reporting, by hiring external assistance both for training the Secretariat and for training the member organisations. According to project advisors, they see the results of this in improved project applications and how they relate to expected results and how to report them.

Project evaluations

Every project is supposed to be evaluated by external consultants hired jointly by the member organisation and the partner organisation. The FOKUS Secretariat is also supposed to do an annual internal review of the project portfolio, to systematically improve its system of learning.

Assessment of results

The general guidelines for the project state that all projects are to be internally evaluated once a year. In addition, the project officer in the FOKUS Secretariat reviews the annual report and the accounts once a year (cf. "Retningslinjer for arbeid med prosjektoppfølging 2007: 9). There is no written documentation of the dialogue between the Secretariat and the member organisations of unapproved cases of reporting. However, the Team was told that reports will be sent back with instructions for reporting. When accounts and reports are delayed, this is discussed with the member organisation in detail. From the documentation the team has been able to examine there is evidence of improved routines in FOKUS for completing plans and reports within the deadlines given. Some organisations are still lagging behind in reporting, but this is addressed in bilateral discussions in order to improve performance. FOKUS also considers giving more tailor-made training to the weakest organisations.

The work of FOKUS is illustrated through an annual plan that the Secretariat has set up, focussing on a set of deadlines for the yearly work. This plan only fully applies to the

member organisations that have projects that receive funds from either Norad or the Telethon.

- December (of the preceding year): Contracts are signed for the projects to receive funds from the Telethon.
- 20 January: the member organisations have to pay back the interest they saved from the year before.
- January: The member organisations receive the first share of funds for the year from the Telethon.
- February: Contract meeting regarding the projects to receive funding from Norad.
- February: First parts of funds are channelled to the member organisations from Norad.
- 15 March: member organisations have to submit a yearly report and revised accounts for the previous year. The accounts of the project are first to be reviewed by an accountant in the country where the project operates and then by the Norwegian member organisation's accountant.
- July/August: FOKUS disburses the second share of funds to the member organisations (40%). This disbursement is conditional, based on Norad's approval of the revised accounts from the previous year.
- 15 August: Reallocation -- the organisation has to report to FOKUS on their expenditures for the first part of the year and expected expenditures for the rest of the year. The organisation may submit an application for additional funding.
- 15 August: Application deadline for the coming year to FOKUS for both the funding from Norad and the Telethon. The deadline may be extended to 1 September.
- September/October: Board meeting to discuss and approve the annual programme, both for Norad and for the Telethon.
- 15 November: deadline for application to Norad.

4.10 Competence building and learning

The goal of FOKUS is to strengthen the capacity within civil society organisations in the South to work for women's rights. To do so FOKUS needs to invest in capacity building in its member organisations and the Secretariat. The Secretariat's main work is concentrated around the technical management and follow-up of different requirements from Norad and others. Due to many members and many projects, there is little time left for dialogue and support to the members on more substantial issues.

The main element of competence building and learning facilitated by the FOKUS Secretariat vis-à-vis the member organisations are the two training courses in project management held every year. One of the courses focuses on how to make a project application and the other on reporting from the projects. In addition, the Secretariat has developed and distributed the project assistance manual, which outlines the different phases of a project, preparations for project application, various deadlines, and advice on how to run a project and work with partner organisations. The Secretariat also follows up the organisations by contact with separate organisations when the organisations seek assistance. The level of assistance needed varies, according to the FOKUS Secretariat. Staff from the FOKUS Secretariat have also participated in training events for partner organisations in the South on project management, often combined with project visits.

A new electronic system for project management is currently being developed by the Norwegian Mission in Development, to also be used by FOKUS and Atlas-Alliance, which will greatly assist in providing the necessary systematic data at the country, regional and thematic levels and is expected to greatly improve data access for learning and competence building.

There is still too little sharing of experience between the different member organisations. However, since 2000 FOKUS has organised three regional network conferences where partners in each of the regions, Central America, Southern and Eastern Africa, Asia, met for thematic conferences. In November 2007 FOKUS organised a learning and event week related to their thematic focus for their Telethon campaign. In addition, several of FOKUS' member organisations have organised events with participation of their partner organisations.

4.11 Financial structure and budget

Financial income

The organisation FOKUS is funded by several sources: Norad, Telethon, and Operation Day Work. For the 2007 FOKUS project budget from Norad, see Annex 5. FOKUS has also applied for smaller funds from the Ministry of Foreign Affairs (MFA) for information work. Norad is the main pillar in the financing of the organisation, and allows for the organisation to receive other sources of financing.

During the programme period 2003-2006 FOKUS received close to NOK 59 million from Norad, NOK 17 million for each of the years 2003-2005, and 18.5 million for 2006. Member organisations of FOKUS carried out 37 projects during the project period; several of them are still ongoing.

The Norad budget for 2007 is NOK 22.4 million, of which NOK 14.5 million entailed project funding. In comparison the budget for the Telethon projects for 2007 was NOK 21 million. These are one hundred per cent funded and provide the member organisations with only five per cent overhead for project management costs. It should be noted that during the period of the implementation of the Telethon projects, 2006-2008/9, the majority of FOKUS projects will be Telethon-funded projects. However, since there are strong restrictions on what Telethon can fund, only one of the five project advisors is funded from Telethon funds.

Own contribution

Norad requires a 10 per cent contribution from the organisations to release the additional 90 per cent. There are exceptions to this; projects addressing FGM and international networks are 100 per cent financed by Norad.

Norad provides funding for project management costs, 8 per cent of the Norad contribution to project budgets for each of the projects. In 2007 this contributed NOK 1.16 million for 20 organisations to manage 29 projects. Costs for evaluations are included in project plans and budgets.

The FOKUS Secretariat is funded directly by Norad. In 2007 FOKUS received NOK 4.5 million for their Secretariat and an extra 3.050 million. for competence building of the Secretariat, member organisations and partner organisations in the South. The income

from the Telethon covers the salary of one staff member; this funding will last until 2008/2009..

In 2005 FOKUS was awarded the national Telethon under the theme “Violence against women” (Drømmefangeren). The project portfolio for the Telethon was constructed by two means: (i) some of the Norad-funded projects dealing with violence against women were moved to the Telethon portfolio, and (ii) member organisations were asked to present applications for projects.

FOKUS spends the major part of the funds from the Telethon directly on projects which are 100 per cent funded by the Telethon. Some of the remaining funds from the Telethon may be transferred as own contributions for member organisations when and if relevant and successful projects on “violence against women” are transferred to the Norad portfolio when the Telethon funding comes to a close at the end of 2008/2009.

During our field visits, and by examining the documentation, the Team is of the opinion that partner organisations can manage substantially more funds than what is transferred to them today. However, the question is whether FOKUS member organisations can take on larger project volumes.

Member organisations identified two main barriers to managing larger projects: (i) the requirement of a 10 per cent contribution by the organisation, and (ii) the risk aspect if funds were not accounted for.

Norad has as a requirement that member organisations contribute 10 per cent to the projects. This has been a problem for FOKUS since the very start. Initially FOKUS used remaining funds from the first Telethon to cover the member organisations own contribution until 2003. As late as 2003 FOKUS funded NOK 500 000 of the total amount of their own contribution, amounting to approximately 50 per cent. Since 2004 FOKUS member organisations in principle have had to cover their own contribution. FOKUS did make an attempt in 2003 to collect funds through a campaign, but was not successful, and has since made no such efforts.

Member organisations stated that they were not able to come up with a higher level of their own contribution, and that there was no room for fund raising or campaigns for project financing in their organisations. Membership fees are collected to run the organisations in Norway, and to pay for core staff in the organisation and for meetings and committee work. None of the organisations include funds for FOKUS projects in their membership fees, although NKFF has a one-NOK per membership fee earmarked to the mother organisation’s international work. The organisations, however, did not express any desire for the requirement of own contribution to be abolished, instead they value the fact that the organisations do have to contribute themselves, and thus strengthen the ownership. The organisations also collect some funds, but this is still very limited.

The development organisations, such as SAIH, Development Fund and CARE, are exceptions to this picture. SAIH collects funds beyond what is needed for their own contribution, and fund some of their activities and projects without funding from Norad; however, those projects are not part of their FOKUS portfolio.

The Team notes that in each member organisation there is a small core group that manages the projects and spends considerable time on this process. Fund raising may take away valuable time from this group that should be spent on improving project management and learning efforts.

5 Performance analysis

5.1 Selection of partners

FOKUS' performance will be influenced by what systems, regulations, and practices they have implemented in their management of project funds. It is also influenced by what partners they have. Good partner organisations with visions for their work make a difference to FOKUS' work.

It is important to observe that there are many types of partnerships between FOKUS' member organisations and their partner organisations. Some of them are what one would call sister organisations, or members of the same international organisation. This holds true more or less for the three member organisations and their partners in Guatemala. Many partners seem to be selected by various means:

- By and large the most common way is 'by chance': by some member of the FOKUS organisations staying in the countries and meeting like-minded people and organisations, such as NKFF's partner organisation in Uganda; or it can be through meeting people at conferences or other travels, such as the Women's Front's work in Tanzania.
- Close friends and colleagues in Norway, who have good knowledge of relevant partners in the South may approach FOKUS member organisations with suggestions; a case of this was KIWAKKUKI, with whom researchers at the Centre for International Health, University of Bergen, had a long history of collaboration, and are still continuing their collaboration.
- Partnerships may identify new complementary partner organisations in the South that may need additional funding, and who may be important in the overall work for women's rights in the region or country. Such was the case with JURK's partners in Guatemala and Tanzania. KWIECO was identified by WFN/KIWAKKUKI, and ICCPG by LAG-KU, who then asked FOKUS to identify relevant Norwegian partners to these organisations. The FOKUS Secretariat contacted JURK, who was not a member of FOKUS at that time. JURK accepted the challenge; they had engaged in international projects before, but not in the South.
- Projects have historically also been "given" by Norad to FOKUS; such is the case with KIWAKKUKI and KWIECO, and women's network organisations, such as CATW and ISIS WICCE.
- Aid organisations, such as SAIH, present partners that emerge from long-term partnerships in their countries of cooperation. SAIH has worked in Nicaragua for over 20 years, Care has a long history in Niger, and the Development Fund started their work with Ethiopia.

- Despite a not very strategic way of choosing partners, FOKUS to a large extent has strong partners in the South who are able to deliver good work and good results. Several of them have an impressive track record under difficult working situations. However this is mainly due to the work of the local partner itself, and the Norwegian partners could have made a more substantial contribution. In addition the qualities of the local partner often depend a lot on one or two key staff (often the leader). The dependency of good partners and good staff is an issue that all NGOs are facing. However, more professional development NGOs with fulltime staff are in a better situation to follow up weaker partners, than FOKUS member organisations who depend on voluntary work. In case of weaker partners, FOKUS member organisations have struggled hard and have not always been able to get the project on the right track. There might be room for improvements in FOKUS members' contributions by formalising a document which sets out what the partnership should consist of; in this way the FOKUS Secretariat could also join in supporting the partnership whenever necessary.

5.2 Planning and reporting – towards a programme focus

5.2.1 Project planning and reporting

FOKUS has the overall system in place for managing Norad funds. There is no doubt that FOKUS as an umbrella organisation enables many smaller women's organisations to access Norad funds. Norad is also a key partner in making FOKUS and the member organisation more professional in their project management. A number of FOKUS member organisations did support women's organisations and projects in the South before FOKUS was established, but the volume was much smaller. However, there is a concern that the volume of funds is still small and the opportunities for expansion have been limited. Opportunities of expansion will be discussed in Chapters 7.3 and 8.2.

The organisations interviewed state that templates and procedures have improved. They also value the training courses in project planning and results reporting that FOKUS has organised.

With new partners and new projects, there needs to be an extra investment up front in securing good project management routines and reporting. The FOKUS Secretariat is aware of this, and servicing the high number of new projects under the Telethon funding is time-consuming.

The plans and reports are very much activity-based, there is often a lack of clear goals with indicators on several levels (output, outcome, impact). Often the plans lack sufficient information to construct some sort of baseline, which makes the documentation of results at the end of the agreement period difficult.

It is always a challenge for small organisations and projects with limited capacity and resources to find relevant monitoring systems that are not too resource-intensive and time-consuming. The FOKUS Secretariat could assist in developing guidelines for such work, and linking partner organisations to local consultants and capacities in the countries themselves.

With several new projects, there needs to be an extra investment up front in securing good project management routines and reporting. There is no doubt that the Secretariat

currently is over-stretched. One test of this is that many activities identified in the work plans, and in the approved minutes from the annual meeting with Norad, have not been implemented. Project management will always have first priority; FOKUS is legally bound to perform properly when it comes to applications and reporting, and fulfilling its tasks and obligations as an umbrella organisation

5.2.2 Financial management

Budgets and accounts are scrutinised both by FOKUS' member organisations and by FOKUS' Secretariat. Project accounts are audited both by a local auditor, by member organisations' auditors and by a FOKUS auditor. Project accounts are, in some cases such as KIWAKKUKI, both audited as part of their overall financial statements, and separately for the Norwegian funding. Such double accountability could be avoided by entering into basket funding for organisations that have a coherent plan and a financial management system that allows for donors to 'buy into' their programmes.

Improved financial governance through basket funding may improve overall institutional capacity and project implementation, if the capacity is there. The basket funding approach enables partner organisations to plan strategically, to save on time and multiple financial auditing, on narrative reports and internal and external evaluations that may be spread out annually for each three-year project depending on the number of donors an organisation has. Basket funding potentially improves the staff's monitoring ability and captures impact, learning from the past and integrating learning into new plans. WFN may also expand their good practice to strategically identify other Norwegian partners for KIWAKKUKI or KWIECO who may fill in any identified capacity gaps or bring in additional activities which add value to the organisation's programming area.

Currently no FOKUS funding is channelled as part of basket funding. The Team recognises that only a few of the current partner organisations have the strength and the system in place yet for basket funding. Beyond the question of basket funding FOKUS should strengthen the partner organisation's ability to improve donor coordination and joint information exchange and programming, reporting and field visits where practical.

FOKUS is a partner and a "donor"; this situation sometimes complicates things. Currently organisations with several donors spend too much time catering for the needs of donors. On one hand, a FOKUS member organisation is in partnership with the local organisation, and must base its work relations on trust, encouragement and enthusiasm. On the other hand, the FOKUS member organisation also acts as a controller, scrutinising budgets and accounts, as they are responsible to FOKUS for the use of the project funds.

FOKUS as an organisation has documented their ability to act when accounts are not in place, and has assisted member organisations in this work. In specific cases when member organisations have not been able to produce acceptable accounts, project funds have been frozen, or the project has been terminated. Palestine Committee's health project among Palestine refugees in Lebanon was closed down after an evaluation, which documented the lack of financial routines and systems. The evaluation, however, did not recommend termination, but that FOKUS enter into a dialogue and provided added capacity building for the partner organisation and the project.

This is an example that is of interest, as this type of organisation is much needed, close to grassroots activities, but with weak management capacity. It is furthermore in a conflict zone, and its activities have a high relevance, although project activity implementation

could also be improved according to the evaluation. The Team does not have enough evidence to say that FOKUS should have opted for the alternative: to assist the organisation to improve their management. We just note that by terminating the project, FOKUS demonstrated the ability to act on the information of lack of proper routines, which is one of the criteria given in their project strategy for supporting organisations and projects.

5.2.3 From project activities to strengthening women's organisations

FOKUS, as an organisation and its management culture, is project- and activity-based. We also see this in the way the annual reports are presented, both the report to Norad and FOKUS public annual report. Projects are listed and their activities and work presented. The reports should, as FOKUS expands their staff and does more systematic programme analysis, present their work in more analytic and programmatic manners.

One example to look at is the Swedish organisation *Kvinna till Kvinna* (Woman to Woman) www.kvinnatillkvinna.se, which was established in Sweden to provide assistance to women's organisations in the Balkans after the war. Their annual report provides analytical and informative texts about the work of the women's situation in the various countries, and of programme activities. However, Kvinna til Kvinna has a staff of more than 35 people, and country presence. However, FOKUS could still benefit from consulting with them about their work and focus on strengthening women's organisations.

FOKUS' objective is to strengthen women's organisations and thereby to contribute to stronger civil society in the countries they work in. FOKUS does not have any strategic approach on how to build stronger local partners, how capacity building should take place, and how to build women's organisations in general.

FOKUS needs to document their work better. FOKUS has, in the new templates for a project application, requested information on member organisations and partner organisations. However, no instructions were included regarding how to fill in this information, and in the applications we reviewed for the six selected organisations, we found little information of substance.

There is also a question of how much detailed and specific information can be collected through routine reporting. It might be necessary for FOKUS to make a separate effort to collect this information, and then update it for each new programme period. A template may then be developed that may serve for collecting information on new members and partners.

In the programme period report 2003-2006 to Norad, FOKUS identifies the names of the partner organisations for each project, but makes no overall presentation of their experience of working with and strengthening women's organisations. In FOKUS' publicly available Annual Report⁹ (2006) the projects are identified, but only the names of the Norwegian partner organisations are identified; the name of the partner organisation is left out. However, names of partner organisations are identified on the FOKUS website under project information.

⁹ This is the report which is available only in Norwegian on FOKUS' website.

5.3 Evaluation and learning

Routines and procedures for evaluation

The evaluations are the responsibility of the FOKUS member organisation and their partners, who develop ToR in close collaboration with FOKUS' Secretariat and using templates and formats developed by FOKUS. The FOKUS Secretariat shall approve final ToR and also the composition of the team.

FOKUS has reported some problems in securing competent evaluation teams. Evaluations are done both at midterm and at end of project.

If possible the member organisation and FOKUS will be present at the partner meeting when the evaluation team presents their findings. The next step is to have a joint project visit by the member organisation and FOKUS project advisor to discuss the evaluation and possible follow-up, with the consequences this also has for the next year's budget. Many evaluations have been followed up by more in-depth organisational reviews of the partner organisations and programme for competence building. The member organisation and the FOKUS project advisor also follow up the implementation of agreed recommendations in the following year(s).

None of the evaluations are available on the FOKUS website, and few are available on the member organisations websites. An exception is the Women's Front which has all their evaluations available on their website, and with professional design and layout. They have also translated their Tanzania evaluations into Swahili.

FOKUS is supposed to upload the evaluations to the Norad NGO evaluation database, but this has not been done even though Norad has repeatedly reminded FOKUS of this duty, most recently in the approved minutes from the annual meeting between FOKUS and Norad. FOKUS however states that they will do so by the end of the year 2007.

Evaluations carried out

Evaluations are carried out at regular intervals. Thirteen of 37 projects were evaluated during the programme period 2003-2006; for the list of evaluations, see Annex 3. An application in 2005 for a more thematic evaluation was refused by Norad on the grounds that the concept was not developed sufficiently.

Of the six organisations we have studied, only SAIH has not had an evaluation recently, but are currently planning an evaluation for 2008 of their URRACAN, CEIMM (Women's Research Centre).

Women's Front has had evaluations of most of their projects, and the reports can be found on their website. These evaluations concentrate primarily on the activities of the organisations, and are seen as helpful by the organisations themselves. However, the evaluations say less about the FOKUS activities, and value-added of the Norwegian partner and project funding.

LAG-KU has recently had an evaluation of their three Chiapas/Mexico projects (now part of the Telethon), and will have an evaluation of CONAVIGUA in 2008. The last evaluation of CONAVIGUA was in 2001, and was followed up with more advice on organisational development that was of great value to the organisation.

World Women's Christian Temperance Union's partner organisation Foundation Deborah's project in Guatemala was evaluated in 2004, and the recommendations were

followed up in meetings during the same year and one year later to track performance. Foundation Deborah has asked for a new evaluation to be done in the current programme period.

Quality of evaluation and learning foregone?

FOKUS has twice commissioned consultants to do reviews of their evaluations: the first in 2000 (Skarpeteig 2000), and the second in 2007 as part of their competence building on results reporting (Simonsen 2007). Both reviews point to weaknesses in the evaluations. Both point to weaknesses in the ToR, lack of explicit purpose of the evaluations, and little focus on results reporting (Simonsen 2007).

FOKUS has had plans for thematic evaluations, but these have been postponed due to the heavy workloads. This is regrettable. Such evaluations may have great learning value, and should be institutionalised as part of the programmatic work during the next two years.

5.4 FOKUS' overall performance

5.4.1 FOKUS is reaching its objectives

FOKUS' project portfolio is impressive, and includes many fascinating organisations and projects that make for good results on the ground. However, the picture is varied, and in many areas FOKUS is also struggling to reach its objectives. Working with women's rights in gender-unequal cultures and communities includes risks for failure.

One area where the Team thinks FOKUS needs to work more strategically is to improve women's economic participation, in ways that improve her and her family's livelihood. Income-generating activities are notoriously difficult given the lack of markets and competition from other producers of the same products.

Overall the Team finds that FOKUS is underreporting its ability to reach its objectives, and that developing a programme approach, and a rights-based approach, in practice will give the organisation a better basis to document how they fulfil their objectives and address them when they are not attained.

5.4.2 FOKUS' relevance for partners

FOKUS' work is of high relevance to each partner. The strength of having the member organisations working with their identified partners lays the groundwork for strong commitments. The partner organisations we have met have all stated that FOKUS' funding and partnerships are of high relevance and value. They also value that FOKUS provides funding for core staff and infrastructure, in addition to agreed project activities, and they find that the project visits, the dialogue during the year with partner organisation(s) and the evaluations done are useful for their work.

The Team also believes that the partners are of great relevance to FOKUS. However, having a number of smaller grassroots-oriented organisations as partners may constitute a challenge to organising the projects in coherent programmes. Prudence and sensitivity should be exercised when moving to a programme approach, and the concept of a

solidarity fund discussed in the dialogue between Norad and FOKUS for some of the partners and projects should be taken into account in the future management structure.

5.4.3 FOKUS' ability to secure good results

FOKUS achieves overall good results, but is not good at capturing the valuable and interesting results achieved. When they do have problems in reaching planned results, this is also not addressed systematically. The same arguments we presented on FOKUS' ability to reach its objectives are valid here.

Much of this is due to an organisational culture that FOKUS shares with other NGOs: too much emphasis on activities rather than focus on results; and too much use of oral management practices, rather than write-ups and written documentation throughout the management cycle. NGOs often instinctively seem to think that they "know how things work" since they are so involved in the activities, and that results reporting is often seen as an academic exercise.

As a Secretariat FOKUS works closely with the member organisations, and has frequent email correspondence or telephone contact. However, there are a few formal steps besides the project application and reporting, and the project contract signing each year. We value the unbureaucratic nature of FOKUS, but recommend that FOKUS consider establishing a system of annual meetings with each member organisation with written, approved minutes. FOKUS could also consider including in the contract formula between the two partner organisations, a specific chapter on the partnership, and what each organisation is supposed to provide.

5.4.4 Cost effective use of funds

FOKUS' Secretariat is relatively large compared to other umbrella organisations based on total volume funds. This has to be so, given that FOKUS' member organisations have small project management groups doing this work on a voluntary basis. The Norad budget for FOKUS has included funds specifically for capacity building in all parts of the organisation, including partners in the South.

Norad member organisations receive eight per cent of the Norad-funded project budget for management costs. This is used for project visits and costs for communication with the partner organisations. Given that the requirements for reporting increases, many of the organisations feel a need for paying part-time competent persons for doing more of the work. LAG-KU is doing so to improve their results reporting in annual reports to FOKUS, and JURK's project advisors are each paid 200 hours a year at a low salary. Most of the project management is still done on a voluntary basis, and project group members contribute a considerable and impressive amount of time to securing good project management and good financial reporting.

It is difficult for the Team to see any alternative that could reach the same amount of grassroots organisations in an equally cost-effective manner as FOKUS. However, there might be some room for improvements. On the purely technical side, the smaller the project is, the less cost-effective. Other places in this report the Team recommends increasing the volume of aid through FOKUS; this would also improve cost-effectiveness.

6 Results achieved among partners

6.1 Project results and reporting

FOKUS' fund management has been focused on project management and output. Member organisations have been free to select their partner organisations and projects, as long as this has been within the parameters of FOKUS rules, i.e. that the organisations work for improvements in women's situations and that project activities will improve the lives of women. Lately Norad has requested more systematic results reporting. As Norad has gradually asked FOKUS to improve its results reporting, the FOKUS Secretariat has asked their member organisations to improve their routines to report more systematically on results.

In this review we have analysed six organisations, and seen four of them in the field. In this chapter we will mainly draw on the four organisations and their partner organisations visited in the field. We will identify results on the ground, and how this has been reported.

In Tanzania two of the projects were initiated ten years ago, while the three others were recently funded projects. In Guatemala one of the projects was twenty years old, one ten years old, and the last one from 2004.

6.1.1 Relevance of the projects for target groups

The projects were all relevant for the target groups, but to a varying degree. It is interesting to see how the different projects address the practical and strategic needs of the target groups.

The rights-based organisations, such as CONAVIGUA and ICCPG in Guatemala and KWIECO in Tanzania, mainly address violation of women's rights, but also violation of other marginal and vulnerable peoples, such as children and marginalised men (KWIECO, ICCPG), and indigenous peoples (CONAVIGUA). Their work includes awareness-raising, work on specific court cases, and training of paralegal workers.

IAC chapters in Dodoma and Singida are also rights-based organisations fighting female genital mutilation (FGM) and harmful practices.

KIWAKKUKI, Chole Society for Women and Development (CSWD) and Deborah Foundation (DF) are all service-provision organisations, although KIWAKKUKI is also a rights-based organisation addressing rights of people with HIV/AIDS. KIWAKKUKI is a

very professional organisation relying heavily on voluntary work in its awareness-raising, education, care and treatment programmes in their HIV/AIDS programmes. Although they are a Kilimanjaro-based organisation, its influence is of national importance. It provides timely services and works closely with other professional organisations, such as Kilimanjaro Christian Medical Centre (KCMC)¹⁰.

6.2 Strengthening women's organisations

All the projects studied contribute to strengthening women's organisations. The projects provide core funding to the organisations, with funding of "house", infrastructure and core staff salaries. Funding of investments or rent for "a house" is seen as very important for the organisations. Having their own house, building, or office space is important in making it an organisation. Owning a house gives status and legitimacy when approaching other donors, and can also serve as collateral for loans if that is necessary. KIWAKKUKI is also considering renting out office space in their new office building under construction.

FOKUS projects also fund the salaries of core staff, which enables the organisations to approach other donors for further funding. Salaries for core staff often make up 20-30 per cent of the FOKUS budget, but are of great importance for the organisations.

The value added provided by the Norwegian organisation in the strengthening of the women's organisations includes collaboration on project management. The Norwegian organisations assist in the planning, management and reporting of the project activities, and thus contribute to making partner organisations more professional in their management of projects -- something that may enable them to attract more funds from other donors or government programmes.

However, there are also cases of partner organisations that are capable of handling this themselves, and where the partner organisation claims that the value added is mainly in the funding provided by FOKUS. When reviewing the evidence, the Team is still of the opinion that FOKUS member organisations contribute to more professional project and activity management in their dialogue on project formulation and reporting. When it comes to more technical input, FOKUS member organisations might have less to offer, but there are cases such as KWIECO and KIWAKKUKI where the Norwegian partners, as well as networks of resource persons beyond their organisations in Norway (in the case of KIWAKKUKI), also provide technical competence.

The partnerships' added value may also include discussions on approaches and project design, and on how to make the project more relevant in addressing the problems identified. One example here is the Women's Front which has been able to mobilise professional collaborators from the Bergen research institutions to KIWAKKUKI on more appropriate approaches to children's rights programmes, and on other technical areas.

FOKUS projects and Norwegian partners in several cases have also been instrumental in formalising the partner organisations into their legal status; CONAVIGUA is only one example. FOKUS has also provided needed core funding for the staff, and also for office space through the renting of office space, or for the construction or buying of buildings

¹⁰ Kilimanjaro Christian Medical Centre (KCMC) is a referral hospital serving over 11 million people with over 450 beds.

for the organisations. An example is KIWAKKUKI which has started on the construction of its own office building that will also include space for more systematically training activities, and for renting office spaces, both of which may contribute to better financial sustainability of the organisation in the future.

6.3 Contribution to strengthened civil society

We understand contribution to civil society as meaning impact on a broader level than the individual organisation. We will argue that the impact on the broader civil society at the country level is dependent on the partners selected. This is a special challenge to FOKUS who provides limited funding to a dispersed set of organisations, often only to one organisation in one country. It is further made difficult because FOKUS member organisations select their partners based on their own criteria. The FOKUS Secretariat or the Board is not formally involved, except when approving new projects.

Our two country cases are the two countries where FOKUS has the largest number of projects and the larger volume of funding. There is a great difference in size between the two countries: Guatemala is the size of Kilimanjaro, and the population of Guatemala is 13 million, while Tanzania has more than 40 million inhabitants, and the land is close to eight times the size of Guatemala.

In Guatemala two of the three organisations are national organisations, with national platforms and goals, and work to change legal and political practices. CONAVIGUA also organises indigenous women's groups across the country.

In Tanzania the FOKUS member organisations only work with regional and local organisations. It should, however, be noted that these organisations work with provincial and national networks, thereby also enabling them to influence national policy.

The positive side of the selection of partner organisations in Tanzania is that they all work at the grassroots level, including the rural areas. This can be seen in the African context as a response to the criticism that too much aid goes to national metropolitan-based organisations that do not have grassroots contact or work. When we did a quick review of the partner organisations of FOKUS member organisations, not including the international network organisations, we found that this was the typical pattern. Most member organisations were small, locally based organisations, or women's group of older, especially church-based, organisations, in countries where Norwegian Mission Societies are still active. This might be a challenge when moving to a more programmatic approach, where FOKUS need to balance their members' autonomy in selecting partners, with the need for recruiting more strategic partners in the South.

7 Conclusions and recommendations

7.1 Overall conclusions

The overall conclusion is that systems and procedures for project management are in place, but there is room for improvements. The main finding is that the FOKUS management system, including reporting and evaluation, is focused on the single project and its activities, not on a programme approach, and not on results of the activities on partners' organisational capacity and on results on the ground as illustrations of this enhanced capacity. FOKUS' vision includes a strong focus on women's rights, however a rights-based approach is not well-developed in its project work.

FOKUS may manage a substantially larger amount of funds in the future, given that it can expand its staff and develop a programme approach. The main reason for this finding is that partner organisations in the South both need and can manage much larger budgets from Norwegian partners. The barrier to such expansion of volume of funding lies today in the FOKUS member organisations, and their inability to manage larger funds both due to own funding and risk aversion. FOKUS could address this by institutionalising a centralised fund-raising mechanism, and developing a business line of having projects managed by the Secretariat.

Recommendation:

FOKUS needs to move from a project- and activity-oriented fund management to a programme approach and better results focus in its planning, reporting and evaluation systems. FOKUS also needs to invest more in developing a proper rights-based approach in its programming, and train their member organisations in such thinking.

By and large FOKUS has good partner organisations, but FOKUS, understood as member organisations, the Board and the Secretariat should invest more in developing knowledge about their partners and under what conditions they work. There are limits to what one can expect from the member organisations about being updated on political and social contexts in the countries where their partners work. Such contexts also include the legal framework for NGOs and judicial requirement for registration, property ownership, etc. FOKUS' Secretariat should be able to complement the member organisations on this knowledge. However, it is the member organisations that have most frequent contact with their partner; the Secretariat should therefore work in close collaboration with the relevant member organisation on this area.

FOKUS should consider opening up a separate line of programme activities managed by the FOKUS Secretariat itself.

7.2 Organisational structure and capacity

The organisation has all the minimum governance structures that are needed for an umbrella organisation. However, it is the opinion of the team that mandates and division of labour and authority between the various parts of the governance structure is poorly defined. The team also finds that FOKUS presently is a “small organisation”, with a lean organisational structure. While it is positive that FOKUS is not an overly bureaucratic structure, the organisational structure seems to be too simple to address all the tasks and functions of FOKUS.

Recommendation:

FOKUS should develop more clear mandates and division of labour between the different parts of their governance structure. The Secretariat and its director need a stronger mandate to become a visible and professional actor. FOKUS should also develop more of a written management culture, to ensure continuity in discussions and learning. FOKUS needs to develop a more robust organisation. FOKUS should consider establishing committees for specific tasks, such as an editorial committee for their information work/magazine, programme committees for the various programmes to be developed, and a committee of policy advisors for their work as a competence centre. Some of the committees might be temporary, while others may be institutionalised as part of FOKUS governance and management structure.

7.3 Long-term secure financing architecture

FOKUS core funding comes from Norad, which finances both a stable volume of project funding and the Secretariat. In recent years Norad has also provided substantial extra funding for improving capacity building in all parts of FOKUS, including partner organisations. Norad is also an important partner to FOKUS in setting standards and placing demands on FOKUS to perform better. The relationship that FOKUS has with Norad enables the organisation to access other funding. The most important funding for FOKUS outside of Norad is the national Telethon. Since FOKUS is a small organisation, the national Telethon provides relative large sums of money. In 2007 the Telethon funding provided more than 60 per cent of the funding, and funds more than 60 per cent of FOKUS projects. The Telethon funded projects are 100 per cent financed.

To achieve a larger stable and long-term volume of funding through their member organisations, FOKUS needs to solve the problem of own contribution. The Team agrees with the organisations that there seem to be little room for the single organisation to arrange more fund raising. In each member organisation there is a small core group that manages the projects and spends considerable time on this. Fund raising would take away valuable time from this group, time that should be spent on improving project management and learning efforts.

Recommendation:

The team recommends that FOKUS consider a fund-raising mechanism (in addition to the Telethon). We believe FOKUS can move into a position to market itself as an organisation with potential for both individual sponsorships (regular contributions) and company sponsorships. However, such a move should only be made when FOKUS has a larger staff, recruited specialised competence on fund raising, and developed the

necessary sponsor recruitment and information material. This is a challenging area and should be discussed with people specialised in fund raising¹¹.

When this issue was discussed in FOKUS earlier, some concern had been expressed about the competition between the FOKUS Secretariat and member organisations for funds. We believe this has to be explored, but do not think that this should be a major problem, as the two levels would address different market segments, and that member organisations may benefit from the FOKUS Secretariat's campaigns for funding.

7.4 Reporting and systems in place, dialogue with Norad

Financial management control routines are adhered to. The quality of both applications and reports seems to be improving. The member organisations, while finding the new requirements for results reporting demanding, agree that the new formats are better and aid them in improved project management. Budgets and accounts are scrutinised both by Norwegian member organisations and by the FOKUS Secretariat. When failure to adhere to rules and regulations occur, action is taken to address these issues, and in the last instances, to freeze project funds and to close the project.

Norad has been instrumental in making FOKUS into a more professional project organisation, by demanding new and improved formats for planning and reporting, and by providing extra funding for competence building. Norad has also engaged actively and constructively with FOKUS in enabling FOKUS to move to a programme approach and more coherent results reporting. However, these issues are demanding and need to be addressed by FOKUS based on their experience as a member organisation. The Team finds that FOKUS is somewhat hesitant to present their own interpretation of what programme approach and results reporting means in the context of how FOKUS works. The dialogue between Norad and FOKUS would benefit from evidence-based experience being systematised and presented by both sides.

Recommendation:

FOKUS should continue to work on improved templates and systems. These systems should be developed in such a way that project plans and reporting feed into the programme approach and their reporting schedules. FOKUS should develop a more clear understanding of the opportunities and limits of a programme approach, given that they have a high number of member organisations who base their project management on voluntary work, thereby having a more evidence-based arguments in their dialogue with Norad. A document presenting the criteria and process for exit strategies has been on the plans for some time; it is recommended that this work be completed in 2008. Templates for end-of-project reports with an emphasis on learning should be developed, and lessons learned should be discussed and presented in the final report of their programme period.

¹¹ According to the information received from FOKUS, they did employ one person in their Telethon secretariat to fund raise from the industry, but funds generated did not even cover the cost of this person's salary.

7.5 Competence and knowledge management

The staff overall has the sufficient competence for management of the Norad funding. However, with the additional task of managing the Telethon project, the FOKUS staff is overstretched. One consequence of this is that there has been less time for systematic learning and competence building in the Secretariat. What FOKUS produces of reports, and its visibility, is not in accordance with the potential competence that FOKUS has, both as a Secretariat and valuable resources among member and partner organisations. FOKUS is not able to utilise the important competence available in their member and partner organisations unless they have a stronger and larger Secretariat.

Staff however give credit to the organisation as it is has allowed for competence-building activities; our concern is that these efforts do not seem to be systematic and strategic enough. There is a personnel policy in place, but no competence-building strategy that links capacity building in the Secretariat with organisational capacity building of member and partner organisations. Only three of the seven staff members have permanent contracts; this should be a concern for FOKUS.

Recommendation:

It is recommended that FOKUS develop a more explicit personnel policy and career development plans, as well as an overall capacity-building plan to accompany the Strategy 2007-2012. The staff is potentially the most important asset for FOKUS, in addition to its member organisations and their partners; a competent staff may assist FOKUS in becoming a stronger organisation. FOKUS is advised to look to the Norwegian Mission in Development (BN) and their document on capacity building (BN 2006) and discuss with BN their experience with using a more strategic approach to capacity building. FOKUS is advised to look into the recruitment and contract conditions, to strive towards more use of permanent or long-term contracts.

7.6 Learning processes and adaptation

Small organisations are often stuck in their way of doing things. Procedures and routines continue as there is little time to devote to organisational development and change. The Team is of the opinion that FOKUS has a golden opportunity to take stock of their activities, and reconsider how they are managing their activities, and change into a more innovative project organisation. Sources for learning can come from three different sources:

- Everyday project management and dialogue with member and partner organisations, by ‘muddling through’ and problem-solving; this is often called ‘tacit knowledge’ and is often not made explicit.
- Reporting, through annual reports, which are structured according to need to know.
- Evaluations, where learning is the objective to understand the activities and results better.

The Team is of the opinion that all three sources of knowledge production above are in use, but not in a systematic manner, and with too little use of them in drawing conclusions and using them in adaptive management practices to improve work beyond the individual project. FOKUS management concentrates on the individual project, and is not systematically embedded in a change-oriented organisational culture. To change this

approach is a major challenge to FOKUS. Today no system exists for written documentation as response from the partner or member organisations, nor from the FOKUS Secretariat. No formal write-up of follow-up plans of the findings and recommendations from the evaluations are in place. When reading through a selected number of evaluations we found that FOKUS as an organisation misses out on important knowledge by not making use of relevant findings in changing practices in the organisation and at the project level.

Recommendation:

The Team recommends that FOKUS consider systems for improving learning from everyday management through self-reflections and regular “retreats”, more analytical work in their annual reports where cumulative results are presented, and by using the evaluation results in the discussions of how to improve work across the board, not only in the individual project in FOKUS. The evaluation templates should be developed to better reflect the need for results reporting, and to be more specific on women’s organisation(s) and problems and opportunities encountered in this work, and on the value added by the partnership with a Norwegian partner, and FOKUS financing. Effort should also be made more systematically to acquire knowledge about how these organisations work as part of civil society strengthening.

The Team recommends that FOKUS formulate an evaluation policy and strategy, as well as templates for member-organisation response and Secretariat response to the evaluation. The Secretariat’s response to the evaluations should in particular discuss what learning that can be made from them that has a more general relevance to FOKUS project management and work. FOKUS is also encouraged to consider developing different types of evaluations given the situation of the projects or topics in questions. Differences between midterm evaluations and the end evaluation should also be institutionalised, as well as thematic evaluations.

Rather than plan for individual evaluations for the remaining period of the programme period 2008-2009, the individual evaluations should be seen as part of a larger programmatic focus on evaluations, each contributing to a broader topic and learning within this topic. Proper thematic evaluations should also be planned for implementation during the period 2008-2009, to contribute to the overall reporting for the programme period 2007-2009. The Norwegian Mission in Development (BN) has had several such thematic evaluations,¹² some of them funded by Norad over and above their own programme funds. We recommend that FOKUS consult BN about their experience with thematic evaluations.

7.7 From projects to programmes

The challenge for FOKUS as discussed above is to move from projects to programmes, given their member organisations and that many organisations have one or very few partners and projects. The Team supports the approach identified in the FOKUS application to Norad that programme development has to be done in close collaboration with their member organisations. However, it also requires a strong secretariat that does some of the analytical work of the project portfolio and opportunities and challenges.

¹² The most recent one is an evaluation of the Norwegian Mission organisations’ response to HIV/AIDS (HeSo 2007) released in August this year. Earlier evaluations have been of their integrated area development programmes, and of their work in indigenous peoples’ communities.

A rights-based approach could be important in the programme approach. We find the rights-based approach to development to include (Beall undated):

- (i) an expressed linkage to rights;
- (ii) raising levels of accountability by identifying claim holders and duty holders;
- (iii) an explicit focus on empowerment; and
- (iv) a high level of participation.

The Team believe a rights-based approach is not about leaving the welfare and livelihood dimension out of the programme thinking, but linking it to an understanding of claim holders (women) and duty holders (often the government, but also community authorities). Working more explicitly on a rights-based approach, as the new strategy has identified that FOKUS shall do, could guide FOKUS both in a formulating a programmatic approach and a strategy for strengthening women's organisations and civil society.

Interestingly, working on such an approach could also guide FOKUS in working more on addressing the topic of men and gender equality. Based on the discussion that the Team had with partner organisations, there seems to be a strong need to take men into consideration when analysing gender in how the programme works. The partner organisation also claimed that the FOKUS requirement that only girls should benefit from scholarships created conflicts and tensions in the community and looked for ways that men and young boys could be involved.

An international tendency is that women's groups also include other marginalised groups in their work; this could entail youth, marginalised men, and indigenous people. Many of the partner organisations de facto work with these groups.

It is however very demanding to develop common programmes when the programme consists of different projects run by different member organisations. Forum Syd did attempt to build programmes based on their member organisations and their projects. In 2003 Forum Syd presented a "Conceivable programme structure" with a description on how a programme might be structured. In this document Forum Syd suggests that Forum Syd (Secretariat) identified country/region and two main aspects for the programme orientation. Swedish partners were invited and encouraged to join in the defined programme.

However, this way of developing programmes did not work out, due to the great varieties within the members. The member organisations differed too much both in thematic approach and in working methods for Forum Syd to be able to develop meaningful and appropriate programmes. As a result, this "Conceivable programme structure" is no longer in use. Instead, Forum Syd now discusses different ways of creating a looser programme concept based on common country strategies to which the member organisations must relate their projects.

According to Sida it was also not expected by the smaller Forum Syd organisations that they would be able to join the programming approach, but that a separate smaller solidarity fund will remain for smaller organisations and their projects.

Recommendation

FOKUS should work in close collaboration with their member organisations in formulating the programmes. The Secretariat needs to do analytical work on the project portfolio to prepare and inform this work.

The Team believes a rights-based approach would be useful for programme development, and recommends that this be a strong component in programme formulation, and used as guidance for strengthening women's organisations and civil society.

FOKUS should consult with Forum Syd about their experience in building programmes. On the other hand, as FOKUS is an umbrella organisation for women's organisations, they might be in a better position than Forum Syd to develop relevant and meaningful programmes where most of their members could participate. However, the Team believes that FOKUS also needs to take into consideration the establishment of a solidarity fund, as it is presented in the current Cooperation Agreement with Norad, for those organisations and projects that may fall outside the programme approach.

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Annex 1: Terms of Reference

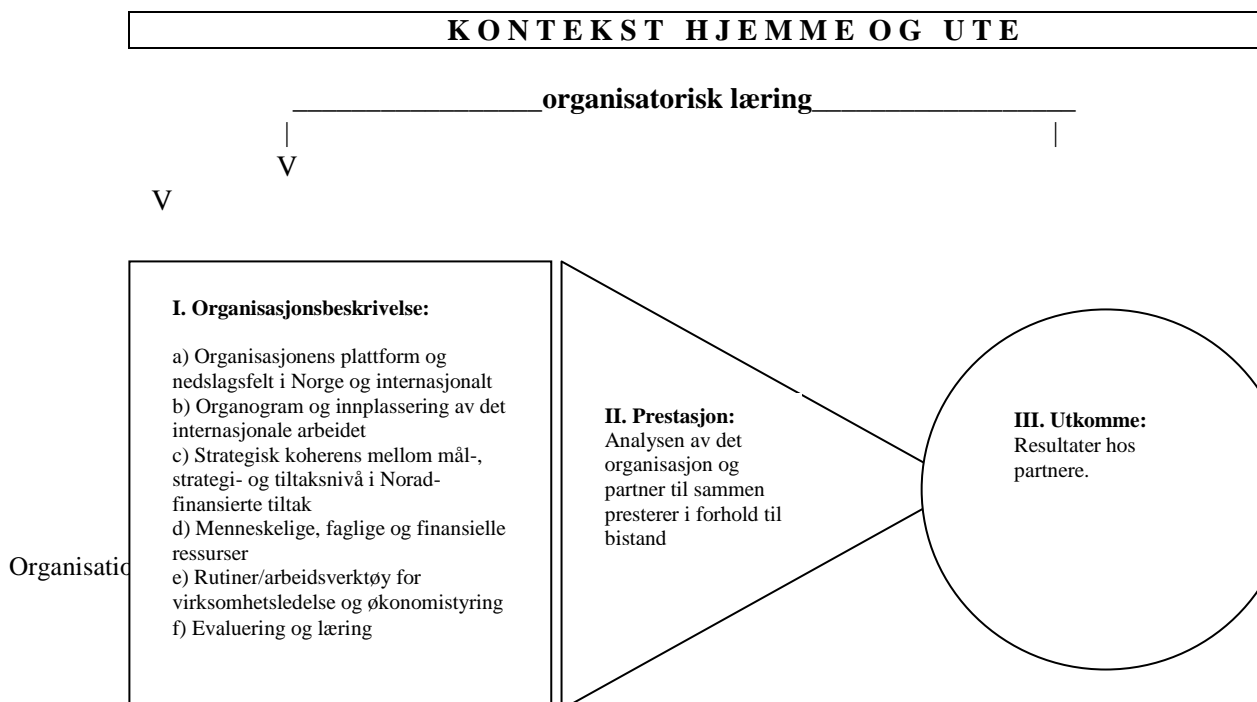
OPPDRAGSBESKRIVELSE (TOR)

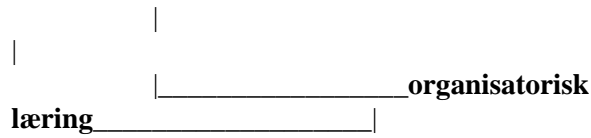
Gjennomgang av FOKUS 2007

Oppdragsbeskrivelsen (ToR) skal være mest mulig tydelig på hvilke målsettinger og underkomponenter som skal vurderes og hvilke indikatorer på måloppnåelse som skal brukes. Kriteriene for det man skal se på bør være knyttet til hva man forventer å finne hvis organisasjonens (heretter benevnt FOKUS) aktiviteter har gitt et godt resultat hos partner. Slike suksessfaktorer bør være linket opp til FOKUS sine grunnleggende antakelser om hva som skaper endring.

1. Arbeidsmodell for organisasjonsgjennomgangen

I figuren nedenfor er hovedkomponentene i gjennomgangen illustrert med et åpent organisatorisk system hvor de ulike delene er avhengige både av hverandre og av omgivelsene. Organisasjonsgjennomgangen vil være en kapasitetsanalyse av systemets prestasjoner og skal avdekke styrker og svakheter. Prestasjonene er illustrert i **trekanten (II)** og nærmere spesifisert i pkt 4 (s. 8-10). Til analysen trenger man kunnskap om *organisasjonsforhold* som må hentes fra firkanten **(I)**, og *resultater* i form av kapasitetsutvikling hos partnere, illustrert med innholdet i **sirkelen (III)**. Innholdet i disse delfigurene er også nærmere beskrevet i pkt 4.





Organisasjonsgjennomgangen fokuserer på hva den norske organisasjonen (FOKUS) leverer. Dette omfatter tjenester overfor medlemsorganisasjoner og partnere ute samt graden av innfrielse av avtalens forutsetninger og forpliktelser vis a vis Norad. Gjennomgangen vil også vurdere partnernes evne til å levere overfor sine målgrupper og innfrielse av avtalte forutsetninger og forpliktelser vis a vis den norske organisasjonen. Det er "leverandørsystemets prestasjoner" som skal analyseres, ikke selve leveransen eller resultater hos sluttbruker. Vurdering av partnernes kapasitet vil imidlertid naturlig også illustreres gjennom resultater hos sluttbruker/målgruppe.

Konteksten hjemme påvirker FOKUS og deres bistandsaktive medlemsorganisasjoner i Norge. Konteksten ute påvirker FOKUS sekretariatet, medlemsorganisasjonene og partnere i deres felles arbeid der. Med kontekst forstås både rammebetingelser som FOKUS ikke selv kan påvirke, faktorer den kan påvirke som følge av langvarig målrettet innsats, og forhold i omgivelsene den lett kan påvirke.

Organisasjonsgjennomgangen vil normalt starte med en beskrivelse av leveranser på ulike nivåer i organisasjonskjeden. Beskrivelsen relateres til den aktuelle konteksten. Den skal også gi en oversikt over ressursfordelingen i organisasjonskjeden. Etter hvert som analysen av FOKUS med medlemsorganisasjoner og partnernes prestasjoner går framover, vil man gå dypere inn på årsakene til det man kartlegger, både forhold av organisatorisk art (den firkantete boksen **I**), partnernes roller og ressurser og på forhold som kan tilskrives konteksten man arbeider i.

Det er relevant å se ikke bare på resultatene (**Sirkel III**) for partnere. Også mulige konsekvenser av FOKUS med medlemsorganisasjoner og partnernes arbeid er relevant å se på i denne sammenheng. Som illustrert med pilene i figuren foregår det et kontinuerlig samspill mellom organisasjonskjeden og omgivelsene. I dette samspillet foregår mye kommunikasjon og læring på forskjellige organisatoriske nivåer mellom FOKUS/medlemsorganisasjoner, partnere og mottakere som er viktig for prestasjonene.

Kapasitetsanalysen av det organisatoriske systemet skal vurdere både leveransene og kvaliteten i de løpende samhandlingsprosesser, noe som vil kreve bruk av forskjellige typer indikatorer.

For å hente inn synspunkter fra medlemsorganisasjonene skal det foretas en enkel strukturert spørreundersøkelse ved hjelp av skjemaer som utarbeides av extern konsulent og godkjennes av oppdragsgiver.

I **firkanten (I)** ligger innholdet i selve organisasjonsbeskrivelsen, inkludert FOKUS sin plattform, organogram, strategisk koherens, menneskelige og finansielle ressurser og rutiner/arbeidsverktøy, evaluering og læring.

I **trekanten (II)** foregår analysen av FOKUS' evner sammen med medlemsorganisasjoner og deres lokale partnere til å gjøre bruk av sine ressurser til å oppnå resultater. **Analysen av prestasjoner er den viktigste delen i organisasjonsgjennomgangen.**

Sirkelen (III) inneholder de resultater som FOKUS oppnår med hensyn til kapasitetsbygging hos medlemsorganisasjoner og deres partnere samt bistand til sluttmottaker. De fleste medlemsorganisasjonene arbeider for en dobbelt målsetting om å styrke lokal partner og gjennom dette styrke spesielle målgrupper og/eller det sivile samfunn. Organisasjonsgjennomgangen skal fokuseres på *kapasitetsbygging* hos partner. Resultater hos sluttmottaker kan tjene som illustrasjon på partners kapasitet, men er ikke selvstendig tema for gjennomgangen. Foruten observasjoner, intervjuer og det materiale som ligger i FOKUS rapporter til Norad, vil landbesøket til Tanzania vise om utkommet hos partnere faktisk er i samsvar med det bildet som FOKUS gir i sine rapporter.

Organisasjonsgjennomgangen skal altså vurdere FOKUS' evne til å oppnå effektiv bistand, gitt dens tilgjengelige finansielle, menneskelige og faglige ressurser og arbeidsmetoder. Hovedspørsmålet er om FOKUS - sammen med medlemsorganisasjonene og partnerne - har den nødvendige kapasitet og faglige kompetanse som skal til for å nå egne mål og gjennomføre de tiltak og programmer som Norad støtter/vil støtte. Dette forutsetter at FOKUS er godt kjent i den sosiokulturelle konteksten man opererer i og har et realistisk ambisjonsnivå for arbeidet. Andre viktige aspekter å se på er i hvilken grad og hvordan FOKUS koordinerer sitt arbeid med andre organisasjoner, lokale organisasjoner og i forhold til nasjonale myndigheter. Og om FOKUS er kjent med og benytter samme eller forskjellige retningslinjer og standarder for sitt arbeid som andre aktører?

I teamets vurdering skal det tas hensyn til Norads erfaringer med dialog med FOKUS, årlig møte, landbesøk, FOKUS oppfølging av tidligere tilsagnsbrev, deltakelse i ulike nasjonale og internasjonale fora, ol.

Etter en slik totalvurdering skal Norad kunne:

- Slå fast om FOKUS har det nødvendige system for ledelse og styring av egen virksomhet, inkludert kompetanse når det gjelder å utvikle og anvende metoder og systemer for dokumentasjon av resultater og langsiktige virkninger
- Slå fast om FOKUS rapporter til Norad avspeiler virkeligheten hos medlemsorganisasjonene og deres partnere.

- Slå fast om FOKUS har evne til å tilpasse mål og midler til hverandre, og til situasjon og kontekst.

Etter gjennomgangen skal FOKUS kunne:

- Bestemme retningen for FOKUS' videre arbeid med egen og medlemmenes kapasitetsutvikling.

2. Bakgrunn

En kort beskrivelse av konteksten FOKUS, medlemsorganisasjonene og partner arbeider i:

Forum for kvinner og utviklingsspørsmål - FOKUS er en paraplyorganisasjon med over 70 medlemsorganisasjoner. FOKUS organiserer norske kvinneorganisasjoner og nettverk i forhold til internasjonalt likestillingsarbeid og samarbeider særlig med Norad om utviklingsfremmende tiltak for kvinner i det land som DAC-indeksen kvalifiserer for ODA-støtte. De viktigste inntektskildene til FOKUS er Norad tilskudd og innsamlede midler, særlig gjennom TV-kampanjer. Om lag en tredel av medlemmene har samarbeidsprosjekter/program med partnere i sør. Per 2007 samarbeider FOKUS/medlemsorganisasjonene med 28 land godkjent etter Dac kategoriseringen. De fleste av disse mottar støttemidler fra Norad. I tillegg er det enkelte globale tiltak. FOKUS samarbeider i tillegg med ni land i Øst-Europa utenfor samarbeidet med Norad.

Om lag halve budsjettet til FOKUS kommer fra Norad. For 2007 er Norad-andelen på NOK 22 millioner. FOKUS-sekretariatet er stort sett finansiert av Norad, men visse årsverk dekkes av TV-aksjonen. FOKUS-sekretariatet har ingen egen virksomhet i sør, det tar imot søknader, kvalitetssikrer og inngår samarbeidsavtale med Norad om aktuell portefølje. All program/prosjektvirksomhet planlegges, gjennomføres og sikres av medlemsorganisasjonene. Som vist nedenfor har FOKUS også andre viktige oppgaver i forhold til kvinner og likestillingsarbeid.

Norad og FOKUS inngikk i februar 2007 en treårig avtale for 2007-2009. Denne avtalen er å regne som en overgangsavtale, da FOKUS i løpet av inneværende treårsperiode skal foreta en snuoperasjon fra prosjekt- til programportefølje. FOKUS skal innen denne perioden ta grep for å få til en mer samlet (geografisk og tematisk) portefølje. Dette er i tråd med den nye strategien for 2007-2012. Målene som siteres nedenfor er imidlertid i tråd med forrige strategien, og følgelig prosjektorientert. Den nye strategien vil kreve omstilling fra medlemsorganisasjonene i treårsperioden.

Kort utdrag fra Avtale 2007-2009 (sitat):

FOKUS **overordnede mål** er å arbeide for å bedre kvinners sosiale økonomiske og politiske situasjon internasjonalt med vekt på landene i sør.

Målsettinger

1. FOKUS skal være kvinneorganisasjonenes kompetanse og ressurscenter i internasjonale kvinnespørsmål.
2. FOKUS skal gjennom utviklings- og prosjektarbeid bedre kvinners sosiale, økonomiske og politiske situasjon internasjonalt med hovedvekt på landene i Sør.
3. FOKUS skal gjennom informasjonsvirksomhet i det norske samfunn arbeide for økt kunnskap om og forståelse for kvinner situasjon og rolle i utviklingsperspektiv
4. FOKUS har til formål å styrke kontakten og samarbeidet mellom norske kvinneorganisasjoner i deres internasjonale engasjement.

Samarbeid mellom norske medlemsorganisasjoner og partnere

- Hver medlemsorganisasjon står ansvarlig for å ha et forhold til lokal partner som gir merverdi ved at norsk partner er støttespiller og rådgiver og gir finansiell støtte til omforente tiltak.
- Medlemmene i FOKUS skal bidra til erfaringsutveksling om arbeidet for å bedre kvinners levekår og posisjon og bidra til bevisstgjøring om rettigheter og hvordan kvinner kan bekjempe utbytting
- Organisasjonene skal bidra til å bedre forvaltningskompetanse hos partnere.
- Organisasjonene må videreutvikle systemer for faglig merverdi mellom norsk organisasjon og partnerorganisasjonene.

Samarbeidet mellom FOKUS-sekretariatet og medlemsorganisasjonene:

- Rollen til FOKUS er å støtte medlemmene og styrke kvaliteten i medlemmenes bistandstiltak. FOKUS har en merverdi i den systematiske opplæringen og veiledningen sekretariatet driver for medlemsorganisasjonene. Ved nettverkskurs og lignende skal lokale partnere delta i kompetansebyggingen.
- FOKUS deltar i internasjonale fora og er et talerør for sørkvinnens prioriteringer og skal være et nettverk som gir kvinner og kvinneorganisasjoner i sør mulighet for selv å delta i den internasjonale debatten. (Sitat slutt)

FOKUS har 72 medlemsorganisasjoner. Av disse mottar følgende 18 organisasjoner støtte midler per 2007: AMURT, Afghanistankomiteen i Norge-KU, Den norske jordmorforening, Det Hvide Bånd, Fellestrådet for Afrika-KU, IAWRT (INGO), IKFF (Kvinner for fred), JURK, Kvinnefronten, Kristelig Folkeparti Kvinneutvalg, LAG-KU, Nettverk kvinnelige funksjonærer, New Life Community, N. Kr. Student, NKF, Norske Kvinnelige Juristers Forening, SAIH.

FOKUS ble sist evaluert i 2002/3, og er derfor valgt ut for gjennomgang i 2007. Gjennomgangen skal besøke ett land for å se hvordan FOKUS gjennom medlemsorganisasjoner arbeider. Tanzania er valgt fordi dette er det eneste landet hvor FOKUS har forsøkt å arbeide med en helhetlig landstrategi. Erfaringer fra Tanzania kan tjene som eksempel for oppbygging av andre programland i snuoperasjonen FOKUS nå gjennomgår.

Beskrivelse av teamets sammensetning og ledelse:

Norsk Institutt for by- og regionforskning- NIBR er valgt som eksternt konsulent til oppdraget. Teamet ledes av seniorforsker Berit Aasen, NIBR

Øvrige teammedlemmer:

Forsker Marit Haug NIBR eller annen NIBR-forsker

(En deltaker i NIBR bør ha kompetanse til å se særlig på forvaltningsmessige forhold)

Seniorrådgiver Parvez Kapoor, Norad

NIBR skal hyre opp lokal medarbeider i Tanzania

I tillegg kan FOKUS eller en av medlemsorganisasjonene være observatør i felt. NIBR har det fulle ansvar for rapporten.

3. Formål

Formålet med en organisasjonsgjennomgang er å undersøke FOKUS sin evne til å drive effektiv bistand. Med effektiv bistand menes i denne sammenheng:

- Kostnadseffektiv bruk av midler
- Resultater som er i tråd med norske politiske prioriteringer
- Relevans for partner
- Evne til å nå egne mål.

Gjennomgangen skal vurdere FOKUS faglige, finansielle og administrative kapasitet til – sammen med sine medlemsorganisasjoner og deres partnere – å gjennomføre Norad-støttede tiltak og programmer.

4. Oppdragets omfang

Gjennomgangen skal baseres på følgende referansemateriale:

- FOKUS' samarbeidsavtale med Norad, dens policy og strategi for bistandsarbeidet, gjennomganger, årsrapporter, søknader, nettsider, forskningsbasert litteratur spesielt for de områder FOKUS arbeider samt dokumenter med referanse til 'best practices'
- Gjeldende retningslinjer for tilskudd til sivilt samfunn (2001)
- Stortingsmelding nr. 35 (2003-2004)
- St. prp 1 2006/7
- Rattsø-utvalgets rapport (sommeren 2006).
- Norads strategi mot år 2010

Organisasjonsgjennomgangen skal danne grunnlaget for en generell vurdering både av FOKUS' rapportering til Norad og kvaliteten på FOKUS sin interne kommunikasjon og kommunikasjon til medlemsorganisasjonene. Analysen skal inkludere en vurdering av sekretariatets organisatoriske struktur og dimensjonering i forhold til egne funksjoner og oppgaver. Gjennomgangen skal dekke hele organisasjonskjeden fra sekretariat, medlemsorganisasjon og til lokal partner¹³. Arbeidet vil bestå av å kartlegge, analysere, konkludere og fremme anbefalinger og forslag til oppfølging.

¹³ Lokal partner kan være nettverk av enkeltindivider, uformelle lokalsamfunnsgrupper (CBOs), enkelt-NGOer, NGO-nettverk, halvstatlige og/eller statlige organisasjoner. Også konteksten disse aktørene opererer i varierer mye, noe som legger sterke føringer for hvilke kritiske variabler for kapasitetsbygging det vil være mest relevant å se nærmere på i en gjennomgang.

Nedenfor følger en oversikt over momenter det vil være naturlig å se nærmere på. Den er ikke ment å være uttømmende, men snarere en huskeliste som må tilpasses, kondenseres, evt. suppleres i gjennomgangen.

De fleste av disse stikkordene berører temaer som ikke kan besvares i kronologisk orden en gang for alle, men er gjennomgående spørsmål som kan følge teamet i dets vurderinger gjennom alle arbeidsfaser fram til sluttrapporten.

Organisasjonsbeskrivelse (Firkanten I)

- FOKUS nedslagsfelt, plattform og struktur:
 - ✓ I Norge og internasjonalt
 - ✓ Mandat, policy og strategi/er
 - ✓ Styringsorgan, organisasjonsstruktur og arbeidsformer
 - ✓ Organogram med plassering av det internasjonale arbeidet
 - ✓ Strategisk koherens mellom mål-, strategi- og tiltaksnivå
 - ✓ Hvilke medlemsorganisasjonene (innen bistandsarbeid) som FOKUS har og hvorvidt de opererer på grunnlag av partnerskap innen sitt bistandsarbeid.
 - ✓ Hvilke rutiner FOKUS har for at medlemsorganisasjonene gjennomfører (a) monitorering og (b) formalisert dialog/samarbeid med partnere i Sør
- Kapasitet og faglig kompetanse
 - ✓ Rutiner/arbeidsverktøy for virksomhetsledelse, økonomistyring og resultatmåling
 - ✓ Risikoanalyse av menneskelige, faglige og finansielle ressurser
- Evaluering og læring

Prestasjonsanalyse (Trekanten II)

Av FOKUS

- Policy, strategi og tiltaksprogram for kapasitetsbygging av partnere:
 - ✓ Hvordan og ut fra hvilke prinsipper velger FOKUS' medlemsorganisasjoner ut partnere?
 - ✓ I hvilken grad og hvordan bidrar FOKUS gjennom medlemsorganisasjonene til styrking av partnere?
 - ✓ Hvordan bidrar FOKUS til kunnskapsutvikling hos medlemsorganisasjoner/ partnere som f.eks. har gode ideer, men er svake på tilrettelegging for å nå ideene?
 - ✓ Hvordan søker FOKUS å måle og overvåke resultatoppnåelse?
 - ✓ Hvilke suksess-indikatorer har FOKUS etablert/ hva er under etablering?
 - ✓ Hvordan sjekkes kapasitet tilknyttet arbeidet som gjøres?
 - ✓ I hvilken grad inkluderes medlemmenes partnere i beslutnings- og strategiprosesser?
 - ✓ Hvilke andre roller har medlemsorganisasjonene/partnerne i forhold til FOKUS?
 - ✓ Hvordan fungerer kommunikasjonen mellom FOKUS-sekretariatet, bistandsaktive medlemsorganisasjoner i felt, og partnere?

- ✓ Hva er tidsperspektivet på medlemsorganisasjonenes partnerskap? I hvilken grad forberedes og gjennomføres en utfasingsstrategi for at partneren til sist skal kunne stå på egne ben?

Av lokale partnere (kun i Tanzania)

- Kvaliteten på partners plan- og gjennomføringsprosess:
 - ✓ Hvor inkludert er partnere og målgrupper i plan- og gjennomføringsfasen?
 - ✓ Hvor mye lokal kompetanse og ressurser er mobilisert i tiltakene?
 - ✓ Hvordan er realismen i målsettingene og planlagte resultater i planfasen?
 - ✓ Hvordan er bruken av indikatorer i planfasen?
 - ✓ Hvordan gjøres risikoanalyser i planfasen?

Av FOKUS/ medlemsorganisasjonene og utvalgte lokale partnere (TAN)

- Rapportering og evaluering av kapasitetsbyggingsresultater:
 - ✓ Hvilke indikatorer og andre virkemidler brukes for å rapportere måloppnåelse på ulike nivåer?
 - ✓ Hvordan er kravene til rapportering og hvordan følges de opp?
 - ✓ Hvilke tilbakemeldinger gir FOKUS til medlemsorganisasjonene om rapporter fra deres respektive partnere?
 - ✓ Hvilken veiledning utløser tilbakemeldingen på rapportene?
- Læring hos FOKUS og medlemsorganisasjonene og lokale partnere:
- Kvalitet på kommunikasjonen når det skjer:
 - ✓ Kvalitet og leveringstidspunkt i henhold til kontraktfestede avtaler
 - ✓ Konflikt og korrupsjon.

Resultater oppnådd hos partner. (Sirkelen III)

- Hva er oppnådd av kapasitetsbygging hos partner som kan tilskrives FOKUS?
- Gi eksempler på at arbeidet har bidratt til å styrke det sivile samfunn?
- Hvordan dokumenteres resultater oppnådd hos sluttmottaker?
 - ✓ Hvilket nivå ligger disse resultatene på (input, output, outcome)?
 - ✓ I hvilken grad brukes indikatorer i rapporteringen?
 - ✓ Hvordan behandles risiko underveis i programmene?
 - ✓ Hvor mye er målgruppene involvert i rapportering på målene?

5. Arbeidsprosess og metode¹⁴

Hoveddelen av gjennomgangen vil bli gjennomført i Norge med særlig oppmerksomhet på FOKUS-sekretariatet. I tillegg skal det gjennomføres landbesøk til Tanzania.

Generelt om innsamling av data / informasjon

3) To gode referansedokumenter når det gjelder organisasjonsanalyse er Stein-Erik Kruses "How to Assess NGO Capacity: A Resource Book on Organisational Assessment", 1999, Bistandsnemnda og "Institutional Assessment and Capacity Development: Why, What and How", utarbeidet av EuropeAid for European Commission, september 2005.

Gjennomgangen skal ta utgangspunkt i dokumentstudier, men også gjøre bruk av selvevalueringsskjema og intervjuer for å sikre en nødvendig deltakelse i prosessen.

Selvevalueringsskjema kan fortrinnsvis brukes blant styremedlemmer og ansatte og medlemsorganisasjoner som mottar støttemidler fra Norad gjennom FOKUS. Intervjuene, som bør baseres på en intervjuguide, kan brukes overfor et utvalg av personer på alle nivåer i FOKUS, medlemsorganisasjoner og utvalgte partnere, (eventuelt også målgrupper eller andre interessenter).

Kartleggings- og dokumentasjonsfasen

Første del av gjennomgangen vil bestå i en fordypning i dokumenter om FOKUS og dets samarbeid og rapportering til Norad, medlemsorganisasjoner og lokal partner.

Foreløpige resultater av denne fasen skal legges frem i form av ”**inseption report**” for Norad/referansepersoner og FOKUS. Rapporten skal inkludere forslag til hovedpunkter for landbesøk.

Landbesøk

Under landbesøket vil kvalitetsvurderinger av medlemsorganisasjonens partnerskap og deres kapasitet for å levere være sentralt. Teamet skal vurdere eventuell merverdi ved at støtten gis gjennom paraplyorganisasjonen.

I tillegg til samtaler med prosjektansatte vil det også være nødvendig å snakke med folk som ikke har noe avhengighetsforhold til FOKUS og dens medlemsorganisasjoner. Eksempel på slike er (a) ”peers”, dvs. andre aktører som jobber innenfor samme tematiske felt i samme land, og (b) aktører på lokalt nivå, for eksempel innbyggere i områder i nærheten av der partnerne til medlemsorganisasjonene i FOKUS arbeider, men som ikke drar direkte nytte av FOKUS’ arbeid.

Teamet skal avrapportere til FOKUS/medlemsorganisasjoner og partnere før hjemreise fra landbesøk samt en orientering til Ambassaden.

Tolking av data og observasjoner

Konsulentens subjektive ståsted skal gjøres eksplisitt i rapporten, og den metodiske tilnærmingen skal være systematisk og analyserende.

Konklusjoner skal i størst mulig grad baseres på en triangulering, dvs. belysning av samme spørsmål fra flere kanter med data fra et sammensatt kildemateriell. Dokumentstudier og intervjuer skal tilrettelegges slik at representativitet sikres og analysen gir grunnlag for å trekke holdbare konklusjoner.

Analyse og konklusjon

Dokumentasjon skal ligge til grunn for alle vurderinger av pålitelighet og relevans av virksomhets- og økonomiforvaltningen.

Anbefaling og oppfølging

Gjennomgangen skal gi Norad ny kunnskap om hvordan samarbeidet med FOKUS i tråd med den nye FOKUS strategien skal gjennomføres. Anbefalingene skal ta i betraktning de endringer i bistandsvirksomheten som er avtalt i samarbeidsavtalen med Norad (2007-2009). Anbefalingene skal innholde forslag til forbedringspunkter for FOKUS som Norad bør legge vekt på i oppfølgingsarbeidet.

Anbefalingene skal innholde forslag til tiltak for forbedring av organisasjonsstruktur i FOKUS, rutiner og systemer slik at bistandsvirksomheten i FOKUS blir best mulig. Ut over dette står teamet fritt til å inkludere andre anbefalinger som ansees relevant for å fremme formålet med gjennomgangen.

Teamleder er ansvarlig for den endelige rapporten, men eventuelle uenigheter om konklusjoner og anbefalinger innad i teamet skal fremkomme i rapporten.

6. Rapportering

For å gi anledning til kommentarer og korrigerende av eventuelle faktafeil og misforståelser skal teamet oversende et utkast til sluttrapport til FOKUS og medlemsorganisasjonene, lokale partnere og Norad seinest 1. november 2007 med frist for tilbakemelding til teamet senest to uker senere.

Sluttrapport

Sluttrapporten skal disponeres i overensstemmelse med oppdragsbeskrivelsen. Den skal skrives på engelsk, innholde et sammendrag på maksimum 4 sider og ha en maksimal lengde på 40 sider. Vedlegg kan legges til. Sluttrapporten sendes Norad i 6 trykte kopier, samt i elektronisk format.

FOKUS kan på egne/medlemsorganisasjonenes eller partneres vegne anmode om at opplysninger som vurderes som spesielt sensitive for medarbeideres sikkerhet, liv og helse legges i egne vedlegg med særlig klausulering.

Informasjon, presentasjon og publisering

For å sikre at rapporten gir et godt grunnlag for oppfølging skal teamet holde Norads saksbehandler og referansepersoner (Vigdis Halvorsen og Erling Eggen) orientert om arbeidets gang og trekke dem med i drøftingene av viktige funn, tema og problemstillinger før landbesøkene starter, samt i arbeidets slutfase.

Teamleder skal på anmodning fra Norad være tilgjengelig for diskusjoner om anbefalinger og oppfølgingspunkter.

Teamleder og/eller konsulent skal som en del av oppdraget gjøre to presentasjoner av sluttresultatet seinest to måneder etter at rapporten er akseptert av Norad. En presentasjonen skjer på FOKUS-sekretariatet eller et annet hensiktsmessig sted, en gjøres på et halvdagsseminar for FOKUS og medlemsorganisasjoner og Norad-personell samt UD.

Rapporten skal som hovedregel publiseres på web. I de tilfeller hvor det er grunnlag for det i hht offentlighetsloven kan/skal deler av rapporten i hht. relevante bestemmelser unntas offentlighet.

7. Tidsplan og Budsjett

Tidsplan

Arbeidet påbegynnes i mai 2007

Inception report skal foreligge innen 30.juni 2007.

Arbeid i Tanzania skal utføres i august, og en foreløpig rapport på arbeidet i landet skal foreligge til seminar i september (presenteres av lokalt medlem av team eller av Norad)

Utkast til sluttrapport skal foreligge 1.november 2007

Sluttrapport presenteres for Norad seinest 31.desember 2007.

Budsjett

Som eget vedlegg (kostnadene for konsulentkontrakten(e) er stipulert til rundt NOK 500 000 for gjennomgangen. I tillegg kommer kostnad med Norads ressursperson i teamet. I den grad FOKUS har med ressursperson/observatør i teamet, skal dette betales av FOKUS.

Tentativt budsjett for NIBR-konsulenttjenestene:

Teamleder: 3 uker forarbeid inkludert Inception report	Kr. 870x37,5x2	Kr. 65 250
Reise Tanzania, (Teamleder) 2 uker	Kr. 870x42 + reisetid 14 t	Kr. 48 720
Støttefunksjoner for teamleder i NIBR:		
Team-medlemmer (Marit Haug/Siri Hellevik/evt.andre)	Kr.870x37,5x5	Kr.163 125
Etterarbeid og møter/presentasjoner, sluttrapport:		
Teamleder med støtte fra andre forskere	Kr. 870x37,5x4	Kr. 130 500
Støttefunksjon i Tanzania(lokal) ca. 1000 kr./dag		Kr. 12 000

Arbeidsutgifter: Kr.419 595,-

Reiseutgifter:

Flyreise mm	Kr. 9 000
Per diem Tanzania 16 dgr a 1440	Kr. 23 040
Lokalreise mm for teamet.	Kr. 28,000

Ymse utgifter i arbeidet etter regning: Kr. 20,000 Kr. 80,040,-

Samlet budsjett for teamet: Kr. 499 635

Det er avsatt inntil NOK 500 000 til utgifter til eksterne konsulenter og utgifter til støttefunksjoner

Organisational Performance Review of FOKUS

Oslo, 04.06.2007

Bjarne Garden
Fungerende avdelingsdirektør
Avdeling for sivil samfunn

Annex 2: Going beyond an organisational review – a future scenario for FOKUS

A larger and stronger FOKUS

Today Norway lacks a strong women's development organisation, compared to several strong and outspoken environmental development organisations. Therefore there is considerable interest from MFA to develop FOKUS into a larger, more visible and competent organisation for women's rights and empowerment. To achieve this, external institutions need to give FOKUS a clear mandate with sufficient financing.

Here we define a stronger FOKUS as:

- Better management of Norad funds;
- Managing larger volume of funds; and
- Becoming a competence centre.

It is the opinion of the Team that this cannot be done by increasing the competence functions only; any work for a stronger FOKUS implies providing more project funding through the organisation. Money matters and money 'speaks'. Only by providing more funding to women's organisations and programmes does one give the credit to the organisation.

A future scenario depends both on what mandate is given to FOKUS from external funding sources and what the member organisations decide to enter into. FOKUS needs both a strong mandate from financing institutions, and strong support from member organisations for this new status. This will be challenging.

The Team foresees a possible future scenario where FOKUS:

- Has a much larger staff;
- Manages much larger amounts of funds;
- Is much more important for Norway as a channel of funding to women's organisations and movements, and to key international women's networks;
- FOKUS' Secretariat manages their own partnership projects in the South; and
- FOKUS itself is an active member of international networks.

As there is little room for member organisations to move towards becoming professional aid organisations, and having a larger project volume, a stronger FOKUS in this scenario means developing the FOKUS Secretariat into an actor on its own, at the same time serving the member organisation as a more competent Secretariat. Such a future scenario can take a form similar to Forum Syd. There the Secretariat has their own programme

portfolio, not funded from the civil society department, Sida, but from the embassies as part of strategic partnerships, or by Sida regional departments.

Precondition for a stronger FOKUS – clear mandate and secure financing

To transform FOKUS into a stronger and more visible organisation cannot be done by FOKUS alone. The Team acknowledges the strength of FOKUS as being a member organisation for the women's movement in Norway and the need to have members on board for a new vision for a stronger FOKUS. However, FOKUS as a member organisation will have problems managing such a transition on her own, due to two factors. The first is the difficulties of creating consensus and organisational strength based on members who do not have women's right in the South and development as their main task, and the second is the difficulties member organisations have raising more funds, and thus remain small.

It is the opinion of the Team that transforming FOKUS also requires Norad and MFA to give FOKUS a clear mandate and long-term secure financing for such a transformation. With the mandate must also come resources. Money matters, and unless FOKUS is able to manage a larger volume of aid, their visibility and voice will remain limited.

Therefore the Team believes FOKUS should also consider the potential for increasing the volume of aid through member organisations to their existing partners. FOKUS as a membership organisation could consider entering into a dialogue with Norad, SIVSA, on an increased project budget through the member organisations. Many of their existing partner organisations in the South are strong enough to manage a larger volume of funds, and where the funding could cover important work. If FOKUS enters into such a dialogue with Norad, they would also have to consider how they may be able to fulfil the demand for 10 per cent of their own contribution. The member organisations are already struggling to fulfil this demand. FOKUS should consider establishing a joint fund-raising mechanism, for example by getting individual and company sponsorships.

The Team recommends that FOKUS with its member organisations, Norad and MFA, also consider developing the FOKUS Secretariat into having projects and programmes of its own. The funding for FOKUS' own project could come from the following sources; some or all of them could be funded one hundred per cent:

- SIVSA, Norad, funding of more women's networks. Norad is encouraged to look into their regulations and consider the conditions for channelling funds to some of the women's INGOs or networks through FOKUS;
- MFA's funding of women's organisations and networks; and
- Strategic partnerships with the embassies, targeting the Women's Fund and financing FOKUS as a partner to strategic women's organisations and movements in the partner country.

Four of the Norwegian environmental NGOs were successful in negotiating a fund for capacity building among environmental NGOs in the South. A similar mechanism could be developed for capacity building of women's organisations, with FOKUS as a managing organisation. Not only member organisations need apply; the fund could also be open for non-member organisations collaborating with women's organisations in the South. In Forum Syd non-members may also apply for funding.

The regulations for the Women's Fund that is currently given 50/50 to multilateral organisations could be changed and used to fund such a capacity-building fund for women's local, national, regional and international organisations in the South.

Several of the Embassies are faced with limited capacity due to restrictions on the number of staff, and do face a challenge with managing funds to women's organisations. The Team believes it is time for FOKUS to explore the possibility of entering into new forms of strategic partnerships with the embassies on managing funds to women's organisations. FOKUS needs in such cases to discuss this both with Norad, but also with the MFA/Regional Department, and with selected pilot embassies that might be interested¹⁵.

The requirement of a permanent presence in the partner country has to be discussed and solved. There are several solutions: FOKUS could do so through a number of temporary visits, they could link up with a national network organisation or an acceptable strong women's organisation as a main partner, or enter into some kind of alliance, on office space, communication, etc., with other Norwegian NGOs with a presence in the country.

Another area where FOKUS' potential is not used to its fullest is capacity building of immigrant women's organisations and their capacity for partnership and project cooperation with women's organisations in countries of their origin. Among FOKUS member organisations are a number of immigrant women's organisations, and FOKUS has worked closely with a number of them to enable capacity building for project management. This is time-consuming work, and needs more investment. The Team recommends that this could be an important "business line" for FOKUS, given that FOKUS received enough funds for such work. This could provide a double benefit: both capacity building among immigrant women's organisations, and work as a channel to build partnerships and reach organisations and areas not easily reached with women's projects.

Precondition for a stronger FOKUS - improved structures and systems for management and learning

A substantial increase in funding requires FOKUS to develop a more robust organisation. FOKUS should in such a case consider establishing a post as head of programmes. Having all responsibilities for all lines of "business" invested in the director could lead to overload and bottlenecks for a continued improvement in the organisation and its practices. It is also recommended that FOKUS consider establishing more committees and working groups, consisting of staff, member organisations and competent people outside the organisations. Many of the working groups could have temporary mandates to develop certain tools, policies, knowledge products, etc.

If FOKUS decides to develop the Secretariat into a separate project management organisation, they need to review and assess the organisational implications, including country presence and necessary competence and capacity. FOKUS could benefit from contact with Forum Syd, and their experience with organisational governance structures and management of different business lines.

¹⁵ Such candidates could include both Tanzania, where support to Tanzania's gender programme network, is currently channelled through Norwegian Church Aid, and Bangladesh where the Embassy will lose several staff positions and has been looking for effective ways to manage funds to relevant women's organisations.

FOKUS will probably always feel its resources are stretched; this is common for many NGOs. The issue here is that FOKUS has to be better at drawing on the resources from both the member organisations and from sympathisers within the wider public as knowledge partners.

The knowledge production and the work of FOKUS as a competence centre should be closely related to its programme activities. There would be two lines of programme knowledge-building activities: one with the member organisations and their partners and projects, and one related to the programmes managed by the Secretariat itself. Wherever possible and relevant, efforts to promote synergies and common programming should be made. Systematic evaluations, including thematic evaluations, should be done on a regular basis. FOKUS needs to move from a project orientation in its management culture to programme approach and thematic competence, with an emphasis on competence in women's movements and organisations. Special investments should be made to develop FOKUS as a competence centre on women's movements and organisations in the South, and on partnerships and what works

Annex 3: Tanzania –project activity

03-05.09 Zanzibar, workshop with Women's Front of Norway and their four partner organisations, Local consultant Aggripina Mosha participated.

05.09 Meeting in the Norwegian Embassy:
Bodil Maal, Amina Joyce Lwasye

06-07.09 NGO workshop in Dar es Salaam, organised by the Norwegian Embassy. Interviews with IAC Dodoma Chapter, and IAC Singida Chapter.

08-09.09 visit to Chole Island Project
Meetings with CSDW, and the different branch committees.

10.-13.09 visit to KIWAKKUKI, and KWIECO, Kilimanjaro
Meetings/group interviews with entire office and its professional staff members. Field visits to observe and discuss activities on the ground.

14. 9 Meeting in the Embassy
Bodil Maal

The review included a field visit to Tanzania. The reason is that Tanzania is one of the countries with most projects and over a long period of time. The projects also do concentrate around the theme of women's rights, reproductive health and violence against women. Projects in Tanzania are implemented by two Norwegian organisations; Kvinnefronten and JURK (Juridisk rådgiving for kvinner). While Women's front Norway (WFN) has four projects with four different partners, JURK has one project with one partner, closely related to one of Kvinnefronten partner. It was actually WFN and its partner KIWAKKUKI that identified the topic of women's legal assistance as an area for project support, and helped establish the relationship between JURK and their partner in Tanzania.

The projects are:

Women's Front Norway (WFN):

1) KIWAKKUKI- Women Against AIDS in Kilimanjaro

Project name: Women against AIDS in Kilimanjaro

2) Chole Society of Women's Development (CSWD)

Project name: Women's Project, Chole Island.

3) Inter-African Committee of Singida

Project name: Combating female genital mutilation, National Committee, Tanzania

4) Inter-African Committee of Dodoma

Project name: Combating female genital mutilation

Legal Counselling for Women/Juridisk rådgiving for kvinner (JURK)**5) Kilimanjaro Women Information Exchange and Consultancy Organisation (KWIECO)**

Project name: Legal aid and legal reform for women in the Kilimanjaro

Women's Front Norway (4 projects)**1) KIWAKKUKI- Women Against AIDS in Kilimanjaro**

Project name: Women against AIDS in Kilimanjaro

KIWAKKUKI may be characterized as a women's organisation. The organisation was established in 1990 and has received funding from FOKUS since 1987.

Objective

According to KIWAKKUKI, its mission is "to sensitise and educate the community in Kilimanjaro Region on HIV/AIDS and facilitate the provision of services to those infected and affected in order to control the spread of HIV/AIDS and its effects" (Application 2006: 2).

Activities

Women have been the target group in all years the organisation has carried out work, but it has recently sought to embrace men in their work, taking into consideration that AIDS cannot be combated unless men are also included in their work (see application 2006:2). Activities include Voluntary Counselling and Testing (VCT) services, home-based care, information, communication and education (IEC), and documentation of violence against women. The VCT services and education take place at the organisation's information centre in Moshi, but the organisation also has a decentralised structure with grassroots groups in the Kilimanjaro region. In these groups, People Living With HIV/AIDS (PLWHA) take part and their testimony in the local communities has importance in reducing stigma against HIV/AIDS.

Budget

The budget has been increased by approx 100 000 NOK from 2003 to 2007 (354 000 NOK in 2003, 438 000 NOK in 2007). WFN contributes with a 10 % share of own funds. FOKUS covers 17 per cent of KIWAKKUKI's budget. KIWAKKUKI has a total of close to 20 donors, a few of them major international NGOs, an American University for research collaboration, and several national programmes funded by international donors. FOKUS has considered moving to basket funding as they have one consolidated budget and have consolidated audited accounts. They have however not yet done the necessary legal and bureaucratic groundwork for moving into a basket funding yet.

Performance

An external evaluation of KIWAKKUKI in 2004 concluded that the organisation performed well and was able follow up the activities that it had planned for. In addition, a team from the Global Fund visited the organisation in 2004 and it summed up the performance in the following way: "Strong leadership", success in establishing decentralised leadership and follow-up of this leadership, "genuine grass-root

organisation”, “willingness to change and adapt to the changing phases of the HIV/AIDS epidemic”, “action-oriented” (from the annual report to FOKUS 2004:4).

For the project period 2006-2008, the project application states that there will be quarterly internal evaluations taking place.

NORAD suggests that the project be out-phased. The organisation manages its economic and administrative affairs well, according to NORAD. In recent years, the project management part has been strengthened through developing a LFA-matrix and better specification of KIWKAKKUKI’s project goals (NORADs prosjektvurdering 2007). The challenges of KIWKAKKUKI as identified by themselves lies in the heavy workload at the Moshi centre with many visitors and students coming in. Also, the orphan program [me](#) and care provided to PLWHA takes up a lot of the work of the organisation and in the 2005 annual report measures were discussed to include more people in training to provide care.

2) Chole Society of Women’s Development (CSWD)

Project name: Women’s Project, Chole Island.

Chole Society of Women’s Development is a community-based, women’s organisation working on four islands in Mafia District: Chole Island, Juani, Jibondo and Mafia Island. The organisation was formally established in 2000.

Objective

From the project application 2006:2:

- to give rural women a chance to have accountability in their own lives and to reduce their economic and other social vulnerable status
- to encourage and support women in these communities to be part of the planning, management and implementation of what directly affects them and their families
- to provide women with the confidence and skills to achieve the previously stated objectives through better health services, empowerment, support to their education, from kindergarten to adult education activities, and through promotion of their socio-economic development.

Activities

The CSWD organises a kindergarten for children under 5 year, it provides scholarships to girls for Secondary Education, it has information and awareness raising on HIV/AIDS and testing, as well as vocational training for school drop-outs, with classes in Arabic and English, as well as in computing, tailoring and typing. In addition it has “Savings and Credit Schemes” (ibid.:2).

Budget

Qualified personnel to handle economic management of CSWD have been hired, in line with the recommendations from the 2004 evaluation of CSWD.

Support to the health clinic at Chole Island has been withdrawn from FOKUS. In 2006, the CSWD received 502 524 NOK from the NORAD, but it was suggested from the NORAD that the project is to be phased out in years to come.

Performance

An external evaluation of CSWD’s project was made in 2004 and the recommendations have been worked on in recent years. In 2005, the recommendations were followed up

through among other activities, hiring a Community Development Officer who has experience of working with women-focussed projects. The component of leadership training of women is regarded as particularly successful in the annual report from the Women's Front in 2005 (see p 3).

Challenges as identified by the CSWD themselves from the Chole society is among others that there is some resistance against girls attending school, lack of safe and reliable transport to and from markets, increase in orphans, and that the mismanagement of the health clinic has lead to a worsening of health services (see NORADs vurderings skjema 2007:14).

3) Inter-African Committee, Singida Chapter.

Project name: Combating female genital mutilation, National Committee, Tanzania

A regional organisation

Objective

"The vision of the project is the statement that fighting FGM is everybody's business" (from project application 2006:2). To fight FGM in the Singida district in Tanzania through training youths "to increase the awareness on FGM among all different groups in their respective communities" (cf. Project application from Kvinnefronten 2006:2).

History of funding

The Inter-African Committee of Singida is a chapter of the regional network organisation called the Inter-African Committee. The Singida Chapter of the Inter-African Committee has received support from FOKUS since 2003, but then through being part of the Dodoma chapter of the IAC. The Singida chapter first received funding directly from FOKUS from 2005.

In 2004, the project started out to target four villages for activities with a population of approx 80 000. The ethnic group practicing FGM in Singida district is the Nyiramba people. In 2005, the project worked in 10 wards, with altogether 21 villages. Out of these villages, 10 were selected for more project activities.

Activities

The programme in these villages consisted of training programmes for youth who are then again supposed to raise awareness of and inform the communities about the consequences of FGM. These youths will then work to raise awareness among key people in their respective villages, such as religious leaders, local politicians, traditional village leaders, midwives, young girls, both those who had been mutilated and those who had not. In 2006, the project increased to embrace 21 villages, with training of 10 youths in each village (report to FOKUS 2007). A

Budget

Due to being a project targeting FGM, it has been 100% funded by the NORAD. In 2006, the proposed budget was approx. 158 000 NOK, and in 2005 the budget was about the same (151 000). FOKUS has in previous years criticized the organisation for weak budget control.

Performance

The project has expanded since its start in 2003 from training youths in 10 villages in Singida rural district to 21 villages by end of 2006. A total of 42 trained youth facilitators

are now present in these villages. Sensitisation has taken place in the villages and girls having been mutilated and previous mutilators have publicly spoken out against FGM. Cooperation between government authorities and the IAC Singida chapter has been established on the issue of FGM. Also, there has been “advocacy meetings with decision/policy makers on FGM” (annual report 2006:3).

The main challenge of the project is that FGM is still widely practiced in the area and the fear of legal action has made the practice take place more secretly (annual report 2006:3). Moreover, the need for more awareness raising and information on the consequences of FGM is ever present. In addition, the long travel distances from village to village makes sensitisation also demanding.

4) Inter-African Committee, Dodoma Chapter

Project name: Combating female genital mutilation

A Regional organisation

The Inter-African Committee, Dodoma Chapter (DIAC) has received funding from FOKUS since 2002, but funding was channelled through IAC headquarters until 2004.

Activities

Until end of 2006, the project has been carried out in 24 villages in 3 administrative districts of Dodoma region (see ann report 2006). Youth facilitators have been trained and community leaders have been sensitised so that they “support FGM campaign efforts”. Youths trained communicate their message concerning FGM to their parents and fellow youths. In addition, alternative rites of passage training has been institutionalised and transferred to other villages than in the ones they were originally established (but no information on sustainability here). Parents also take part in the training and graduation ceremonies for the youths. Village committees have been established in which elders make up 30%. These committees have had varying degree of success.

A remarkable and significant behaviour change has taken place among the elders, according to the annual report of 2006, because these have acknowledged that boys should also take part in training programmes.

Challenges remain, such as difficulties of the youths trained, lacking “adequate capacity to deliver their responsibilities”. Other challenges include the refusal of some parents to let their youth participate in the programme, and the slow legal enforcement of the law against FGM (see annual report 2006:21). However, it has to be noted that parents and guardians now dare to bring forward their “cases on FGM and other forms of violence to the police and DIAC offices for legal action” (annual report 2006:21), which has never happened before.

Budget

There was some overspending in 2006 due to DIAC officers having longer stays in the villages than originally planned. Together with the drought, this led to unexpected higher costs than budgeted. The budget in 2006 was approx 157 000 NOK, while in 2005 it was 150 000 NOK. FOKUS has in previous years criticized the organisation for weak budget control.

Performance

Organisational Performance Review of FOKUS

The project was carried out as planned. In addition to the planned activities, networking and cooperation with other NGOs working on women's rights was carried out, which increased travel costs (see annual report 2006). Challenges identified the project were that some village leaders have not followed up on reported FGM cases. In addition, some youth facilitators have been threatened while carrying out their anti-FGM activities in the villages. Some parents have also refused their children to take part in the activities (see "Vurderingsskjema 2007", NORAD).

JURK (Legal Counselling for Women/Juridisk rådgiving for kvinner) (1 project)

5) Kilimanjaro Women Information Exchange and Consultancy organisation (KWIECO)

Project name: Legal aid and legal reform for women in the Kilimanjaro region

Kilimanjaro Women Information Exchange and Consultancy organisation (KWIECO) has received funding from FOKUS since 2005. KWIECO was started in 1987, and cooperation with JURK started in 2005, on the initiation of Kvinnefronten and KIWAKKUKI. KWIECO is a similar organisation to its Norwegian partner, JURK. As KWIECO is an organisation with substantial professional experience and capacity, the value of the Norwegian support is in financial transfers to strengthen the KWIECO's capacity to perform activities. But reports also point to the value of increasing the direct contact and communication face to face between JURK and KWIECO, to increase sharing of experience and learning.

Activities

KWIECO works in three different areas, similar to JURK; legal aid, education and lobbying. The project operates in all six districts in the Kilimanjaro region, and focus on women and children. Court representation and legal counselling also include marginalised men.

The project has five programme areas (2006-report):

- Human rights and gender education: including campaigns for awareness raising, training workshops for CBOs/FBOs and NGOs; and seminars for community members.
- Legal counselling at district level, including compiling of case studies, and training of paralegals.
- Children legal services, including counselling, youth clubs and festivals and campaigns.
- Litigation and documentation: including representing clients in court cases, provide legal documentation accessible to the clients; and training of (legal) monitors at village level.
- Lobby and advocacy: including research and analysis, and network building.

Budget

The budget was 580 595 NoK for 2005, 1 185 437 for 2006 and 758 772 for 2007, making this project one of the large project in FOKUS. The project as all Tanzanian projects were hard hit by the drought in 2006.

Performance

The project was evaluated in 2007. KWIECO also receive funding from EED, Germany, and JURK and EED funded activities were monitored through periodic reports and joint

meetings. There is an increasing demand for KWIECO's services, and the organisation is meeting new challenges with increasing demand for assistance on HIV/AIDS and human rights; and on gender based violence. Due to extreme poverty and poverty reduction policies/PRSP, KWIECO needs to expand its competence areas, to deal with the relationship between poverty/development and human rights.

Annex 4: Tanzania – Context

This background note is written by **Aggripina Mosha**, independent consultant, Dar es Salaam, Tanzania, as a note to inform about country context for FOKUS and the partner work.

1 The Country context

Tanzania has made efforts in enhancing its economic performance, political stability and ensures social correctness and strives for gender equality in all spheres of life. Nonetheless; statistics inform more than 35.7% of the population live below the national poverty line and at least 60% of them are women (PHDR-2005). Despite national efforts made to alleviate abject poverty; much of economic and social gains are more felt at macro and urban level and area while the micro and rural remain lagging behind in development processes. Low education of women is a contributing factor to their low economic status as compared to men. This is evident in Tanzania where, 44.25% girls and 55.75% boys were on the average registered for secondary and 28.77% girls and 71.23% boys tertiary education within 2001 to 2005. Tanzania (MoEdVt annual statistics). Life expectancy had decreased from 52.26 in year 2000 to 45.24 in year 2005. HIV/AIDS prevalence among women is indicated to be 30% higher than men (THIS¹⁶ 2005).

1.1 Government response to gender equality and Women's Empowerment

Tanzania government has shown its commitment to promoting gender equality by signing and ratifying a number of international instruments and some domesticated in national policies, laws and addressed in development programmes. The National Constitution proclaims equality between men and women and forbids discrimination based on sex. Gender equality objectives are also visible in the National Development Vision 2025 that was developed in 1995 and seeks to actively mobilize the people (men and women) and other resources towards the achievement of high quality livelihood; peace, stability and unity and good governance. Enabling a well educated and learning society; and a competitive economy capable of producing sustainable growth and shared benefits.

In light of broader economic reforms that constituted Aid Management; Tanzania government is clearly committed to promoting gender issues by putting in place measures that will improve gender equality and equity. The government has made attempts to mainstream gender into the macroeconomic policy frameworks e.g. the National Poverty Strategy (PRS-1 & II-1997-2003) and National Strategy for Growth and Reduction of Poverty (NSGRP 2006-2010); which have recorded a number of achievements in performance and improvement in delivery of social services such as education, health and

¹⁶ Tanzania HIV/AIDS Indicator Study

water, with positive impact on women, the disadvantaged and the poor. The index of female to male primary school enrolment rates was currently 0.99 (2005) indicating there are roughly equal numbers of girls and boys enrolled. However there is still a gap between the performance of girls and boys as indicated in their pass rates. In primary level, 55% of girls passed compared with 69% of boys (URT¹⁷ 2005). Governments' target for reducing infant and child mortality to 85/1000 by 2008 was exceeded to 69/1000 by 2006 (Tanzania Health Review-2006). Under five and maternal mortality are also on the decrease as well as HIV/AIDs prevalence which is 7.7% for women and 6.3% men (PHDR 2005).

The Ministry of Community Development Gender and Children (MCDGC) in collaboration with CSOs strives to increase the capability of the women to effectively engage in social-economic activities and decision making positions. The Public Service Reform Programme (PSRP) – Phase II (2007-2010), Local Government Reforms and Legal Sector Reform Programme (LSRP) (2005-2008) are among processes potential for Civil Society Organizations to influence and monitor government's accountability to women's empowerment and gender equality. In this respect and in collaboration with the Norwegian Embassy and the Tanzania Gender Networking Programme (TGNP); the President's Office, Regional and Local Government Authority (PO-RALG) embarked on a study in 2006 and development of strategies to mainstream gender issues in the Local Government Reform Programme (LGRP). This process will enable local government authorities (LGAs) to provide appropriate, equitable, quality services to all people particularly the poor women and men.

2 Civil Society and Gender Equality

2.1 The Legal Framework:

The freedom of association is provided in Article 20 (1,2) of the Constitution of the Republic of 1977, as amended by Act No. 15 of 1984 and governed by an NGO Policy 2002 that defines NGO as: *A voluntary grouping of individuals or organizations, which is autonomous, non-political and not-for-profit sharing; organized locally at the grassroots level, nationally or internationally for the purpose of enhancing the legitimate economic, social and/or cultural development or lobbying or advocating on issues of public interest or interest of a group of individuals or organization.*

2.2 Tanzania Joint Assistant Strategy

Gender equality interventions in Tanzania takes place in the context of international agreements signed and ratified, and in response to national constitutional, legal and policy agreements. Relevant to DPG and gender is the Paris Declaration on Aid Effectiveness that was signed at the DAC High Level Forum in March 2005.

Harmonization efforts in Tanzania are focused on strengthening the link between the NSGRP and the national Budget. The Joint Assistance Strategy (JAS), drafted in May 2005, reflects the process of enhancing the relationship between the Government of Tanzania and its Development Partners and the management of aid based on the principles of national ownership, government leadership, harmonization and alignment.

¹⁷ United Republic of Tanzania

To ensure that gender equality is a cross-cutting priority in all development activities a Development Partners (DPs) Group on Gender Equality (DPG-GE) was formed November 2006 to influence policy dialogue and gender specific technical assistance to government. Appreciating the work of CSOs, and in agreement with the government, some DPs initiated and supported a basket fund to The Foundation for Civil Society (FCS) that channels resources to CSOs. Generally the interventions of the FCS are aimed at contributing to the development of a vibrant, creative, imaginative and effective civil society that enables citizens (women and men) to engage in the democratic process, promote human rights, poverty reduction and better quality of life to all Tanzanian. More specifically, The Foundation is supporting gender equality in different ways among them: being mindful of gender responsiveness in the process of selecting projects to be funded through inclusion of adequate and competent number men and women in the leadership composition. Where there is imbalance, the respective project management is advised to consider revising the trend during the elections. The CSO activities to be funded must consider women and men needs and focus at empowering both men and women to be active participants in socio-economic development process and the Foundation thematic areas are aiming at giving the voiceless, majority of who are women; more room to have their voices be heard by policy makers and those in authority.

2.3 Norway Support to CSOs in Tanzania.

Norway's largest support to civil society in Tanzania is channelled from head office through INGOs and bilateral agreements to Civil Society Support to women and gender with the Tanzania Gender Networking Programme (TGNP). At county level, the Embassy provides support to CSOs through diverse mechanisms: unilateral direct project/programme as well as core funding (unilateral and joint) support through intermediary INGO (NPA & NCA), basket funding to umbrella CSOs and to The Foundation for Civil Society. At Mission level support is provided for organizations working in service delivery, servicing CSOs community, mobilisation for democratic participation, but most to advocacy. In providing support to CSOs, the Embassy follows guidelines from head office and country strategy, giving priority to organisations working with Norwegian priority development areas: governance, including democratic developments poverty reduction, build capacity and empowerment towards promoting equal rights and opportunities for women and men, and environment especially sustainable energy development. (*Support Models for CSOs at Country Level. Scanteam 2007*)

3 Gender and Women's Networks

3.1 Gender Macro Working Group-Macro Policy (GMWG-MP)

The GMWG-MP was established in 1999 alongside other three gender mainstreaming working groups in health, agriculture and education sectors, with the objective of assisting the Ministry of Community Development, Gender & Children (MCDGC) to promote gender equality and women's empowerment strategies in government policies and strategies. GMWG-MP has been actively engaged in facilitating different gender processes in the country including conducting strategic studies for enhancing gender interpretations in macro economic policy frameworks and planning. These have included commissioning studies such as: Analysis of Female Headed Households Indicator from the National Household Survey of 2002 and A Gender Review of Taxation Policy in 2003. In the more recent past, the GMWG-MP rose among the key actors in ensuring that

gender equality and women's empowerment goals and objectives become central in key macro economic policy and planning such as in the MKUKUTA document as well as in the MKUKUTA Monitoring Framework. As will be elaborated in later sections, all these efforts have been key contributions made by GMWG-MP towards engendering macro economic policy processes, including the PER in the country. Under the leadership of PS-MCDGC, the membership of the Group is comprised of all Sector Gender Focal Persons, representatives of DPG-GE, Coalitions and Networks, Academic & Research institutions and selected NGOs. The Group meets monthly.

3.2 Tanzania Gender Networking Programme (TGNP)

Is a gender/policy advocacy organization that operates in collaboration with Intermediate Gender Networks in 10 districts within 8 regions. Through FemAct a coalition of NGOs, TGNP as the convenor collaborates with more than thirty active gender and human rights focused NGOs among them Women Legal Aid Centre (WLAC) that has more than 16 paralegal establishments in 16 regions while Legal and Human Rights Centre (LHRC) that has a branch office in Arusha and a legal clinic in Dar es Salaam and paralegal centres in Kiteto and Kartesh. TAMWA, TAWLA, WAMATA, PASADA, HakiElimu, HakiArdhi, Forum for African Women Educationalist (FAWE), are some of the NGO national members of FemAct and some at regional levels KIWAKKUKI, KWIECO, DONET, and KULEANA.

3.3 Networks Against FGM

The Network Against Female Genitally Mutilation (NAFGEM) is a nationally recognized independent NGO, which united with five further organizations in Tanzania to the anti-FGM Coalition. Regularly organize NAFGEM the actions to the day "Zero Tolerance Against FGM" on 6 February 2006. So far demonstrations and Workshops with several thousands participant inside, over the media in Tanzania took place. Working actively with the coalition are the Anti Female Genital Mutilation Network (AFNET), Dodoma Inter -African Committee (DIAC), Legal and Human Rights Centre (LHRC), Tanzania Women Lawyers Association (TAWLA), the Tanzania Media Women's Association (TAMWA), and Women Wake Up (WOWAP). Members of the Network are also working on awareness raising, advocacy on human rights/gender and service delivery including HIV/AIDS & PLWHA, home based care, health, environment, agriculture, water, Violence against women (wife battering, polygamy- inheritance issues widows), orphans, fistula, legal aid, and economic activities.

3.4 CSOs Financial Sources

A study conducted in 2004 on Donor diversity in funding ten of FemAct Member organizations revealed that; the Danish International Development Agency (DANIDA) supported 60% of the ten organizations, HIVOS 50%; Government of Finland through Finish Embassy, the Norwegian Embassy and Ford Foundation 40% each. MESSERIO and NOVIB each 30%, European Union, SIDA, USAID, Care International, CIDA, Royal Netherlands Embassy and CORDAID each 20% while there were also 26 other international organizations each financially supported 10% in number of FemAct NGOs. The study did not account for the magnitude of support provided by the respective donors (A. Mosha; MBA-dissertation 2004).

Recently the TACAIDS has started to financially support HIV/AIDS focused institutions, through their local District or Municipal Councils for providing care and support to the affected, HIV & AIDS victims, including orphans, and individual members and their families. However; transparency is still lacking in the administration and allocation of the funds.

NGO's financial sustainable initiatives are important given the changing macro policies and sector focus. This is possible through donors' will in enabling investing in institutional infrastructures, technical know-how, that can enable NGOs take part in the emerging potentials of funding from governments through contracting relationships (PPP). While most African governments do not have the will to fund NGOs on significant scale, tendering for government contracts is an opportunity for NGOs to proactively bid for service contracts as do private enterprises. However; the leadership of organizations have a key role to play in the transformations of their institution to being more enterprising.

3.5 Grassroots Women and economic wellbeing

Seaweed Farmers in Kiwengwa Zanzibar & Chole/Kiegeani Mafia

Sea weed planting and harvesting is heavy, physical and painstaking work that involves carrying heavy loads of sea weed up the beach for very little return. ZANEA and other companies supporting the sea weed value chain in Zanzibar and Mafia operate as a cartel and buy sea weed from the village communities for a price of Tsh 135/kg of dry product while they sell at more than Tshs 1,200/kg to foreign companies. Lack of market competition and exploitative practices undermine women's profit margins to the point that they have become angry and resentful, but they are without alternatives which would enable them to break free of the poverty/exploitation cycle they find themselves trapped in. The lack of viable alternative is for lack of organizing capacity and linking with relevant local institutions and the government sector to enable value addition to the product and women's access to larger markets.

4 Conclusion

It is important that organizations Kiwakkuki and CSWD; KWIECO and IAC are supported to consolidate their infrastructure developments, undergo restructuring and decentralization, and develop structures and systems and tools to manage their organizational development and work collaboratively with other chapters; as is the case of IAC-Dodoma and Singida as well as with other likeminded CSOs and the government machineries.

Should change of policy demand that FOKUS have presence in Tanzania; then NCA or NPA could host a small secretariat of FOKUS to enable them facilitate smooth exit of WFN. It would also be strategic for FOKUS to engage in partnership with other women and gender networks whom will link with WFN partners in a more strategic way.

5 Gender/Women Focused CSO Contacts

<p>TANZANIA GENDER NETWORKING PROGRAMME Abbreviation: TGNP Physical Address: P.O Box 8921-Mabibo-NIT, Dar es Salaam Telephones: (+255 22) 2443205, 2443450, 2443286 Fax: (+255 22) 2443244 E-mail info@tgnp.org www.tgnp.org</p> <p>Vision:</p> <ul style="list-style-type: none"> • Existence of “A transformed Tanzanian society in which there are gender equality and equity; equal opportunities; access to and control over resources for all citizens” <p>Mission:</p> <ul style="list-style-type: none"> • Promote gender equality and social equity through the empowerment of women and other marginalized sectors of the community. <p>Programme/Activities: TGNP advocates and lobby for gender equality through policy, development programmes and budget transformation. Influence for gender equality in governance through, research, capacity building, and availing gender specific data and information. The architect; mentor and convener of Feminism Activism Coalition (FemAct) of 50 dynamic NGOs</p>	<p>KIOTA WOMEN HEALTH AND DEVELOPMENT Abbreviation : KIWOHEDE Box 10127 Tel : (255) (022) 2861111 Mob: +255 744 694107 e-mail : katri@africaonline.co.tz Contact Person: Justa Mwaituka</p>
<p>WOMEN ADVANCEMENT TRUST Abbreviation WAT Sector focus: Human Rights, Women, Gender, Settlements, Training and Education Physical address: PO Box 5914 Kawawa Road, Kinondoni B Dar es Salaam, Tel: 255 22 2760258/ Fax: 255 22 2760586 E-mail: wat@raha.com www.wat.kabissa.org Contact Person: TABITHA SIWALE</p> <p>Vision:</p> <ul style="list-style-type: none"> • By the year 2015 low income women have improved living conditions through increased access and control of land and properties <p>Mission:</p> <ul style="list-style-type: none"> • To promote the advancement of women through education and training in human settlements and other related issues <p>OBJECTIVES:</p> <ul style="list-style-type: none"> • Promote education on human settlements and environmental issues 	<p>TANZANIA WOMEN LAWYERS ASSOCIATION Abbreviation : TAWLA Box 9460 Dar es salaam Tel : (255) (022) 2110758 Fax (255) (022) 2120192 e-mail : talwa@raha.com Contact Person:</p> <p>TAWLA is essentially involved in legal defense, publicity and legal literacy, legal research,</p>

<ul style="list-style-type: none"> • Promote adequate shelter policies and practices • Enhance self-reliance initiative among women <p>Programmes Activities:</p> <ul style="list-style-type: none"> • Advocacy and lobbying: Research and survey; Advisory services; Information dissemination and training on low cost building and construction. • End political killings and disappearances • Ensure the government refrains from unlawful killings in armed conflicts. 	
<p>TANZANIA MEDIA WOMEN ASSOCIATION Abbreviation : TAMWA Box 6143, Dar es salaam Tel : 2115278 Fax 2115278 Mob 0744 464368 e-mail : tamwa@raha.com Contact Person: ANANILEA NKYA</p> <p>The organizations' vision is to see a Tanzanian society free of gender based violence and discrimination. Accordingly, its mission is to use media to sensitize society on gender issues, and to advocate and lobby for policy and legal changes which favor the promotion of human rights of women and children</p>	<p>FEDERATION OF ASSOCIATION OF WOMEN ENTREPRENEURS IN TANZANIA Abbreviation : FAWETA Box 11522/22566 Dar es salaam Tel : (255) (022) 2124738 e-mail : Contact Person: J Mhene</p>
<p>TANZANIA ASSOCIATION WOMEN LEADERS IN AGRICULTURE Abbreviation: TAWLE Sector focus: Agriculture, Training, Women, Gender and Resource conservation. Box 76498, Dar es Salaam Tel: +255 22 2700085 Fax: +255 22 2700090 E-mail: tawlae@ud.co.tz</p> <p>MISSION</p> <ul style="list-style-type: none"> • Tawle strive to promote women professionals advancements through training and support. <p>OBJECTIVES</p> <ul style="list-style-type: none"> • Advocate or conducive environment for professional women advancement support • Lobby for establishment of gender responsive policies • Encourage and support research on agriculture and environment <p>Activities/Programmes</p> <ul style="list-style-type: none"> • Training • Information dissemination • Technology transfer projects • Policy review and formulation 	<p>KIVULINI WOMENS RIGHTS Abbreviation : Box 11348 Tel : 028 2500961/0744 367484 e-mail : ianizi@africallw.co.tz</p>

<p>WOMEN LEGAL AID CENTRE Abbreviation : WLAC Box 79122 Dar es salaam Tel : (255) (022) 2183769 Mob: +255 741 220173 Email: wlac@raha.com Contact Person:</p> <p>Due to discriminatory restrictions on inheritance and ownership of property of women, reports of WLAC indicate these Paralegal Units having made tremendous achievements in terms of assisting women and children; the Unit members provide free legal aid services to women and children. With legal problems through legal advice and counseling, conduct follow-up cases in courts; conduct legal education awareness through workshops, seminars and drama performances in order to sensitize the public on women and children human rights</p>	<p>NETWORK AGAINST FGM</p> <p>Abbreviation : Box 6313 MOSHI Tel : 2755652 Fax 2755652 e-mail : nafgem@kicheko.com Contact Person: Mrs Urasa</p>
<p>LEGAL AND HUMAN RIGHTS CENTRE</p> <p>Abbreviation: LHRC Sector focus: Human Rights Physical Address: 2nd floor, Tuler House, Ocean Road Box 752554 Dar es Salaam Tel: +255 22 2113177 Fax: +255 22 2113177 E-mail:lhrc@raha.com</p> <p>Mission</p> <ul style="list-style-type: none"> LHRC exists to create legal and human rights awareness in the general public particularly under privileged section of the society <p>OBJECTIVES</p> <ul style="list-style-type: none"> To disseminate legal ad human rights knowledge to vulnerable groups To promote, respect and observe human rights and democracy To create networks with like-minded organizations <p>Activities/Programmes</p> <ul style="list-style-type: none"> Training on human rights, legal aid services, production and dissemination of radio programmes and publications as well as lobby and advocacy <p>The organization has conducted research in the area of female genital mutilation, extent of child abuse, right to life and labour Laws. It has published books such as Human Rights Manual for Police Training, Law on Bail, Corruptions, and Sexual Offences and on other Human Rights issues. Her outreach programme focuses on sensitization and awareness</p>	<p>TAALUMA WOMEN GROUP</p> <p>Abbreviation : TWG Box 75720 Tel : (255) (022) 2668321 e-mail : taaluma@yahoo.co.uk Contact Person: Anna Passian</p> <p>Thus, the mission of TWG is to promote empowerment of women and youth in the target communities through training in entrepreneurship skills, education, reproductive health, lobbying and advocacy. Membership to TWG is open to professionals and/or intellectual Christian women willing to abide by its principles and constitution</p>

<p>creation the public in general and some specific groups e.g. the pastoralists.</p>	
<p>TANZANIA EDUCATION NETWORK Abbreviation: Ten/Met Physical address: Plot No. 383, Mtitu Street, Upanga P O Box 13547 Dar es Salaam, Tanzania Tel: +225 22 2150793 Fax: +225 22 2152237 E-mail: info@tenmet.org http://www.tenmet.org</p> <p>Vision:</p> <ul style="list-style-type: none"> • A Tanzania in which all people, especially children, enjoy access to participatory, meaningful, learning opportunities, in order to realize their fullest potential and to enhance social integration <p>Mission:</p> <ul style="list-style-type: none"> • To influence education policies and practices to promote accountability to communities, to ensure that meaningful learning is enhanced to all people without discrimination. <p>Programme Activities: Coordinate NGO's dealing with education, provide information on education matters; provide forum for NGO's and government and other stakeholders to discuss education issues and support six sector ministries in mainstreaming gender in budgetary process</p>	
<p>Gender Mainstreaming Working Group-Macro Policy (GMWG-MP)</p> <p>Area of focus:</p> <ul style="list-style-type: none"> • GMWG works with Public Expenditure Review Working Groups, which includes members from Government institutions (MDAs), Development Partners (DPs) and the Civil Society and Non-Governmental Organisations. <p>Programme Activities:</p> <ul style="list-style-type: none"> • Organising policy dialogues with wider participation of development stakeholders on specific gender issues around the review and analysis of MKUKUTA processes • Facilitating the inclusion of gender issues in the agenda of Government and that of Development Partners • Networking and sharing of information, best practices and lessons learned from research and reviews; and proactively engaging in 	<p>Policy Forum (PF) E-mail: npf@cats-net.com</p> <p>Area of Focus:</p> <ul style="list-style-type: none"> • The Policy Forum is a network of over 50-NGOs throughout Tanzania who seek to influence policy decisions and actions to catalyze poverty reduction, equity and democratization by empowering citizens to influence positive change. <p>Forum Activities</p> <ul style="list-style-type: none"> • Governance and accountability, particularly at local level • Acquisition and use of public money • Active citizens' voice

identifying entry points and actions for mainstreaming gender at all levels.	
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References:

1. Integration of women and gender issues in Local Government Reform in Tanzania (PO-RALG 2006)
2. Gender and Economic Growth in Tanzania Unleashing the Power of Women (Financial Sector Development Trust /WB 2007)

Annex 5: FOKUS member organisations

http://www.fokuskvinner.no/om_fokus/organisasjoner

74 organisations per December 2007

Afghanistankomiteen i Norges Kvinneutvalg
AKPs Kvinneutvalg
Aleneforeldreforeningen, Kvinnegruppa
Ammehjelpen
AMURT Norges kvinneutvalg
Arbeiderpartiets Kvinnenettverk
CARE Norges Kvinneutvalg
De norske Baptisters Kvinneforbund
Den Eritreiske Kvinneunion
Den norske Jordmorforening
Den norske Tibet-komités Kvinneutvalg
Det Hvite Bånd
Det Norske Råd for Kurdernes Rettigheters kvinneutvalg
Fagforbundet
Fellesrådet for Afrikas Kvinneutvalg
Fellesorganisasjonen for barnevernpedagoger, sosionomer og vernepleiere (FO)
Foreningen for somaliske kvinner og barn
Frelsesarmeens Kvinneorganisasjon
Høyres Kvinnenettverk
Inner Wheel Norge
International Association of Women in Radio and Television (IAWRT), norsk avdeling
Internasjonal Dugnad, kvinneutvalg
Internasjonal Kvinneliga for Fred og Frihet
Jenter i Skogbruket
JURK, Juridisk Rådgivning for Kvinner
KFUK-Utvalget
Kirkerådets Kvinneutvalg
Krisesentersekretariatet
Kristelig Folkepartis Kvinner
Kvinnefronten i Norge
Kvinneuniversitetet i Nord
Latin-Amerikagruppene i Norges kvinneutvalg
Latin-Amerikas Helsefonds Kvinneutvalg
Magdalena Norway
MiRA Ressurscenter for flyktninge- og innvandrerkvinner
Nei til EUs kvinneutvalg
Nett BK - Nettverk for bosniske kvinner

Nettverk for kvinner med funksjonshemming
New Life Community Kvinneutvalg
Norgga Sàràhkkà (Samisk Kvinneorganisasjon)
Norges Bygdekvinnelag
Norges Fredslags kvinnegruppe
Norges Katolske Kvinneforbund
Norges Kristelige Studentforbunds kvinnegruppe
Norges Kvinne- og Familieforbund
Norges Venstrekvinnelag
Norgesunionen av Soroptimistklubber
Norsk Bonde- og Småbrukarlags Kvinneutvalg
Norsk Forening for Seksuell og Reproductiv Rettighet
Norsk Kvinnelig Teologforening
Norsk Kvinnesaksforening
Norsk Psykologforening, Kvinnepolitisk Utvalg
Norsk Sykepleierforbund
Norsk Økumenisk Kontaktforum for Kvinner (NØKK)
Norske Kvinnelige Akademikere
Norske Kvinnelige Juristers Forening
Norske Kvinners Sanitetsforening
Palestinakomiteens Kvinneutvalg
Pan-African Women's Association (PAWA)
RadiOrakel
RVs kvinneutvalg
SAIHs Kvinneutvalg
Sami Nisson Forum, (Samisk Kvinneforum)
Senterkvinnene
Somali Kvinneintegreringsgruppe
Somalisk Kulturhus, kvinnegruppa
Somalisk Kvinneforening
Støttegruppa for Øst-Timors kvinner (SØTK)
SVs Kvinnepolitiske Utvalg
Tamilsk Kvinneorganisasjon
Utdanningsforbundets kvinneutvalg
Utviklingsfondets kvinneutvalg
Zonta International

FOKUS coordinates the international solidarity work of 74 women's organisations in Norway.

The affiliated organisations in FOKUS include traditional and radical feminist organisations, environment and solidarity organisations, women in trade unions and workers organisations, immigrant- and refugee women and women's units in development NGOs, church organisations and political parties.

The membership of each organisation varies from 50 to 70.000 women. Total direct membership of all affiliated organisations is estimated to approximately 300 000 women. To be affiliated to FOKUS the organisation is required to have a minimum of 50 members. The organisations shall be established with a steering committee and a constitution.

Norwegian Afghanistan Committee, Women's Department

(Afghanistankomiteen i Norges kvinneutvalg)

Osterhausgt.27, 0183 Oslo - Norway

phone: +47 22 98 93 00. fax: +47 22 98 93 01

e-mail: afghanistankomiteen@c2i.net

web: <http://solidaritetshuset.org/ain/>

Single Parents Association

(Aleneforeldreforeningen - AFFO)

Po. Box 701 Sentrum, 0106 Oslo- Norway / Visitors adr: Tollbugt. 3,

phone: +47 22 42 75 40, fax: +47 22 42 70 19

e-mail: affo@online.no

web: <http://www.aleneforeldreforeningen.no/>

Norwegian Breast Feeding Mother's Support Group

(Ammehjelpen)

2324 Østby- Norway

phone: +47 62 45 52 51, fax: +47 62 45 51 05

e-mail: ammehjelpen@c2i.net

web: <http://www.ammehjelpen.no>

Amurt Norway - Womens Committee

v/ Lisa Vikane

Westye Egebergs gt 2c

0177 Oslo

Tlf.: 98 41 44 75

e-post: lisavikane@hotmail.com

Workers Communist Party's Women's Department

(Arbeidernes Kommunistparti - AKP)

Osterhausgt.27, 0183 Oslo - Norway

phone: +47 22 98 90 60. fax: +47 22 98 90 55
e-mail: akp@akp.no
web: <http://www.akp.no>

Arctic Indigenous Women's Network, Norwegian branch

(Arktisk Urfolkskvinnenettverk, norsk avdeling)
Hamnavn. 50 A, 9017 Tromsø - Norway
phone.: +47 77 62 81 8, fax: +47 77 62 60 42
e-mail: jorun.eikjok@rito.no

CARE Norge, Women's Committee

(CARE Norges kvinnevalg)
Universitetsgt.12, 0164 Oslo - Norway
phone: +47 22 20 39 30, fax: +47 22 20 39 36
e-mail: care.norge@online.no
web: <http://www.care.no>

The Baptist Women's Union of Norway

(De Norske Baptisters Kvinneforbund)
v/Inger Grethe Vium, Ribbansbakken 32, 3018 Drammen - Norway
phone: +47 32 89 00 12

The National Union of Eritrean Women

(Den Eritreiske Kvinneunion)
Po. Box 9411 Grønland, 0135 Oslo - Norway

The Norwegian Association of Midwives

(Den norske Jordmorforening)
Tollbugt. 35, 0157 Oslo - Norway
phone: +47 22 82 33 00, fax: +47 22 42 22 07
e-mail: britt@jordmorforeningen.no
web: <http://www.jordmorforeningen.no>

Norwegian Tibet Committee (support Group), Women's Section

(Den norske Tibetkomiteens kvinnevalg)
phone: +47 22 68 88 84, Urtegt. 50, 0187 Oslo - Norway
e-mail: info@tibet.no
web: <http://tibet.no>

World Women's Christian Temperance Union

(Det Hvide Bånd)
Møllergt. 38, 0179 Oslo - Norway
phone: +47 22 20 54 38, fax: +47 22 11 04 33

Norwegian Council for Africa, Women's Committee

(Fellesrådet for Afrikas kvinnevalg)
Osterhausgt.27, 0183 Oslo - Norway
phone: +47 22 98 93 00. fax: +47 22 98 93 01
e-mail: afrika@online.no
web: <http://www.afrika.no>

Conservative Party, Women's Network

(Høyres kvinnenettverk)

Postbok 1536 Vika, 0017 Oslo - Norway

phone: +47 22 82 90 00/91 31, fax: +47 22 82 90 80

e-mail: marit.brevik@hoyre.noweb: www.hoyre.no/org/kvinnenett/**Inner Wheel, Norway**

Liv Hantveit, Blåkklokkevn. 16, 3600 Kongsberg - Norway

International Voluntary Communal Work, women's group

(Internasjonal Dugnads kvinnegruppe)

Nordahl Brunsgt. 22, 0165 Oslo - Norway

phone: +47 22 11 31 23, fax: +47 22 20 71 19

e-post: idnorway@os.telia.no**Women's International League for Peace and Freedom**

(Internasjonal Kvinneliga for Fred og Frihet - IKFF)

Po. Box. 8810 Youngstorget, 0028 Oslo - Norway

phone: +47 23 01 0340

e-mail: ikff@online.no**International Association of Women in Radio and Television (IAWRT)**

v/Oona Solberg, NRK, 0317 Oslo - Norway

phone: +47 22 04 77 00

e-mail: oonas@online.noweb: <http://www.iawrt.org>**Legal Counselling for Women - JURK**

(Juridisk Rådgivning for kvinner - JURK)

PB 6756 St. Olavs plass, 0130 Oslo - Norway

tlf: 22 84 29 60

e-post: marianne.beck@jus.uio.no**The Norwegian Church Council, Women's Committee**

(Kirkerådets kvinneutvalg)

Po. Box 5913 Majorstua, 0308 Oslo - Norway

phone: +47 22 93 28 29, fax: +47 22 93 28 29

e-mail: kirkeradet@kirken.no**The Secretariat of the Shelter Movement**

(Krisesentersekretariatet)

Storgata 11, 0155 Oslo - Norway

phone: +47 23 01 03 41, fax: +47 23 01 03 0

e-mail: ks.sekretariatet@oslo.online.noweb: <http://krisesenter.com>**Norwegian Christian Democratic Party, Women's Division**

(Kristelig Folkepartis Kvinner)

Po. Box: 478 Sentrum, 0104 Oslo - Norway

phone: +47 22 41 11 80, Fax: +47 23 10 28 10
e-mail: krfk@krf.no EChristiansen@krf.no

Women's Front, Norway

(Kvinnefronten i Norge)
Strogt 11, 0155 Oslo - Norway
phone: +47 23 01 03 13
e-post: kvinnefronten@online.no
web: <http://www.kvinnefronten.no>

Latin-America Groups in Norway, Women's Committee

(Latin-Amerikagruppene i Norge, kvinnegruppa)
Osterhausgt.27, 0183 Oslo
phone: +47 22 98 93 00. fax: +47 22 98 93 01
e-mail: lagnorge@online.no
web: <http://solidaritetshuset.org/lag/>

Latin-America Health Fond in Norway, Women's Committee

(Latin-Amerikas Helsefonds kvinneutvalg)
po. box 4516 Nydalen, 0404 Oslo - Norway
phone +47 22 196080, fax: +47 22 196078
e-mail: lahf@helsefond.org
web: <http://www.helsefond.org>

MiRA, Resource Centre for Migrant and Refugee Women

(MiRA Ressurssenter for Flyktninge- og Innvandrerkvinner)
Po. Box 1749 Vika, 0121 Oslo - Norway
phone: +47 22 42 63 51, fax: +47 22 36 40 19
e-mail: post@mirasenteret.no
web: <http://www.mirasenteret.no>

No to EU - Women's Committee

(Nei til EUs kvinneutvalg)
Arbeidersamfunnets plass 1, 0181 Oslo
tlf: 23 35 45 80, fax: 23 35 45 95
e-mail: anne.tofr@neitileu.no
web: <http://neitileu.no>

Nett BK - Network for Bosnian Women in Norway

(Nett BK - Nettverk for Bosniske kvinner i Norge)
v/ Sanja Dzanic, Enoksvei 31, 1181 Oslo - Norway
tlf: 22 32 89 25, fax: 55 23 26 20
e-post: nettbk@online.no

Network for women with disabilities

(Nettverk for kvinner med funksjonshemming)
Nordre Ekeren, Helgumsdalen 19, 2750 Gran - Norway

New Life Community

v/Bodil Elisabeth Nilsen

PB 312, 2001 Lillestrøm
Tlf.: 23 14 06 54 fax: 23 14 09 46
e-post: ben@newlifecommunity.no
Web: <http://www.newlifecommunity.no>

Norwegian Society of Rural Women
(Norges Bondekvinnelag)
Po. Box 9358 Grønland, 0135 Oslo - Norway
phone: +47 22 05 48 15, fax: +47 22 17 65 85
e-mail: postnbk@bondelaget.no

Norwegian Catholic Women
(Norges Katolske Kvinneforbund)
V/Mette Brusgaard, Prof. Dahlsgt. 24 H, 0260 Oslo - Norway
e-mail: nkkf@katolsk.no
web: <http://www.katolsk.no/nkkf/>

Norwegian Women and Family Association
(Norges kvinne- og familieforbund)
Akersgt. 16, 0158 Oslo
phone: +47 22 47 83 80, fax: +47 22 47 83 99
e-mail: leder@nkff.no
web: <http://nkff.no>

Norwegian Young Women's Christian Association (YWCA)
(Norges KFUK)
Po. Box 6814 St. Olavspl., 0130 Oslo - Norway
phone: +47 22 20 44 75, fax: +47 22 20 47 59
e-mail: km@kfuk-kfum.no
web: <http://www.kfuk-kfum.no>

YWCA-Guides of Norway
(Norges KFUK Speidere)
Po. Box 6871 St. Olavspl., 0130 Oslo - Norway
phone: +47 22 11 56 40, fax: +47 22 11 11 03
e-mail: mail@kfuk-speider.no
web: <http://www.kfuk-speider.no>

Student Christian Movement in Norway, International Women's Committee
(Norges kristelige studentforbund, internasjonalt kvinneutvalg)
Universitetsgt. 20, 0162 Oslo - Norway
phone: +47 22 40 50 80, fax: +47 22 40 50 81
e-mail: nks@nksf.no
web: <http://www.nksf.no>

Norwegian Peace League's Women's Group
(Norges Fredslags kvinnegruppe)
Betty Nicolaisen, Eikstubben 6 B, 1359 Eiksmarka
phone: +47 67 14 03 29
e-mail: bettnico@online.no

Soroptimist International of Norway
(Norgesunionen av Soroptimistklubber)
Liv Handeland, Husvikvn. 192, 3124 Tønsberg - Norway

Norggà Sàràhkkà - Sami Women's Organization
(Norggà Sàràhkkà - Samisk kvinneorganisasjon)
c/o Torbjørg Leilrbakken, Vestre haugen 46, 1054 Oslo - Norway
phone.: +47 22 25 10 65

Norwegian Small Farmers' Women's Group
(Norsk Bonde- og Småbrukarlags kvinneutvalg)
Øvre Vollgt. 9, 0158 Oslo - Norway
phone: +47 22 42 46 00, fax: +47 22 42 46 01
e-mail: post@smabrukarlaget.no nbs@aft.sn.no
web: <http://www.smabrukarlaget.no>

Norwegian Public Health Association
(Norsk Helse- og Sosialforbund)
Po. Box 151 Bryn, 0611 Oslo - Norway
phone: +47 22 07 25 00, fax: +47 22 07 25 10
e-mail: nhs@nhs.no
web: <http://www.nhs.no>

Norwegian Association for Women's Rights
(Norsk Kvinnesaksforening)
Po. Box 8901 Youngstorget, 0028 Oslo - Norway
fax: +47 33 31 68 19
e-mail: sihan@online.no
web: <http://www.kvinnesak.no>

Norwegian Association of Women Psychologists
(Norsk Psykologforening, kvinnepolitisk utvalg)
Storgt. 10 A, 0155 Oslo - Norway
phone: +47 22 42 19 80, fax: +47 22 42 42 92
e-mail: npfpost@psykol.no
web: <http://www.psykol.no>

Norwegian Nurses' Association
(Norsk Sykepleierforbund)
Po. Box 2633 St. Hanshaugen, 0131 Oslo - Norway
phone: +47 22 04 33 04, fax: +47 22 71 60 96
e-mail: norsk.sykepleierforbund@nosf.no
web: <http://www.nosf.no>

Norwegian Ecumenical Forum for Women
(Norsk Økumenisk Kontaktforum for Kvinner)
v/Siri Magnussen, Helgesensgt. 80A, 0563 Oslo - Norway
phone: +47 22 68 78 27/+47 22 80 58 58
e-mail: norgk@online.no siri.magnusen@c2i.net

Norwegian Women Academics

(Norske kvinnelige akademikere)

Holtvn.16, 1177 Oslo - Norway

phone: +47 22 28 84 75/ 22 03 43 71, fax: +47 22 28 84 95/ +47 22 03 43 05

e-mail: anne.turner@adnotam.no**Norwegian Association of Women Jurists**

(Norske Kvinnelige Juristers Forening)

Po. Box 1620 Vika, 0119 Oslo- Norway

e-mail: dawes@adnotam.no**Palestine Committee in Norway, Women's Department**

(Palestinakomiteen i Norges kvinneutvalg)

Po. Box 6876 St. Olavspl., 0130 Oslo - Norway

phone: +47 22 11 00 26

e-mail: al-quds@online.noweb: <http://www.palestinakomiteen.org/>**RadiOrakel**

Pilestredet 30 c, 0134 Oslo - Norway

phone: +47 23 32 69 60

e-mail: radiatorakel@online.no**Red Election Alliance, Women's Committee**

(Rød Valgallianse (RV)s kvinneutvalg)

Osterhausgt. 27, 0183 Oslo - Norway

phone: +47 22 98 90 50, fax: +47 22 98 90 55

e-mail: rv@rv.noweb: <http://www.rv.no>**Student and Academics International Assistance Fund SAIH, Women's Committee**

Osterhausgt. 27, 0183 Oslo - Norway

phone: +47 22 98 93 00. fax: +47 22 98 93 01

e-mail: saih.info@online.noweb: <http://solidaritetshuset.org/saih/>**Sami Women's Forum**

(Sami Nisson Forum - Samisk Kvinneforum)

c/o Gudrun Eriksen Lindi

PO. box 110, 9730 Karasjok - norway

e-mail: gudrune@trollnett.noweb: <http://www.same.net/~sami.nissonforum/>**Centre Party Women's Organization**

(Senterkvinnene)

Po. Box 6734 St. Olavspl., 0130 Oslo - Norway

phone: +47 22 98 96 00, fax: +47 22 20 69 15

web: <http://www.senterpartiet.no/>**Socialist Left Party Women's Committee**

(Sosialistisk Venstreparti (SV)s kvinnepolitiske utvalg)

Storgt. 45, 0182 Oslo - Norway
phone: +47 22 20 69 79, fax: +47 22 20 09 73
e-mail: post@sv.no
web: <http://www.sv.no>

Somali Kvinneintegreringsgruppe
Somalisk Kulturhus, kvinnegruppa
Somalisk Kvinneforening

Tamil Women's Group
(Tamilsk Kvinneorganisasjon)
PB 8, St. Olavsplass, 0177 Oslo
tlf: 97 66 14 41

Union of Education Norway
(Utdanningsforbundet)
Po. Box 9191 Grønland, 0134 Oslo - Norway
phone: +47 24 14 20 00, fax: +47 24 14 21 00
e-mail: berit.ostereng@utdanningsforbundet.no
web: <http://www.utdanningsforbundet.no>

Norwegian Development Fund, Women's Committee
(Utviklingsfondets kvinneutvalg)
Nedregt. 8, 0551 Oslo - Norway
phone: +47 22 35 10 10, fax: +47 22 35 20 60
e-mail: u-fondet@u-fondet.no
web: <http://www.u-fondet.no>

Zonta International, Norway
(Zonta International, Norge)
v/ Bente Cappelen Dahl, Straumnesvingen 32, 5064 Straumsgrend - Norway

Annex 6: FOKUS programme period 2003-2006 – Norad funding

Thematic distribution of funds 2003-2006 (in NOK 1 000):

Thematic areas	Total budget	Norad's budget incl. adm. Support	Accounts of Norad support incl. adm. support	Discrepancy between budget and accounts
(1)	(2)	(3)	(4)	(3-4)
Violence against women (Women, peace and security-SCR 1325)	9 083 932	8 848 172	8 929 829	-81 657
Women's rights	10 283 004	9 833 169	9 369 494	463 675
Women's health	15 632 042	14 090 540	12 970 350	1 120 190
Women's political participation	6 918 067	5 819 339	5 409 678	409 661
Women's economic participation	4 807 985	4 314 652	3 970 680	343 972
Information in a gender perspective	5 085 847	4 744 188	4 592 422	151 766
Women and education	7 120 548	5 841 836	6 385 782	-543 946
Total	58 931 425	53 491 896	51 628 235	1 863 661

Geographical distribution (1000 NOK)

Countries/ Regions	Total budget in the programme period	Norad's budget incl. adm. Support	Accounts of Norad support incl. adm. support	Discrepancy between budget and accounts
(1)	(2)	(3)	(4)	(3-4)
Burkina Faso	373 592	338 742	313 875	24 867
Etiopia	1 586 882	1 438 852	1 358 774	80 078
Kamerun	1 224 851	1 094 925	1 030 181	64 744
Kenya	115 776	104 976	104 976	0
Namibia	817 400	741 150	435 942	305 208
Niger	1 543 680	1 399 680	1 471 680	-72 000
Sør-Afrika				0
Tanzania	6 028 538	5 497 099	5 140 850	356 249
Uganda	6 595 211	6 334 787	6 354 595	-19 808
SUM AFRIKA	18 285 930	16 950 211	16 210 873	739 338
Afghanistan	5 167 579	4 659 285	4 262 083	397 202
Bangladesh	2 239 125	2 003 521	1 775 297	228 224
Libanon	2 944 276	2 668 906	2 164 425	504 481
Sri Lanka	3 419 286	3 100 323	3 002 275	98 048
Thailand	1 069 524	969 755	969 755	0
SUM ASIA	14 839 790	13 401 790	12 173 835	1 227 955
Colombia	376 380	341 270	326 022	15 248
Guatemala	8 294 826	7 191 712	6 830 701	361 011
Mexico	1 543 654	1 370 497	1 097 553	272 944
Nicaragua	2 951 364	2 676 023	2 661 530	14 493
Peru	1 925 740	1 746 100	1 756 901	-10 801
SUM LATIN-AMERIKA	15 091 964	13 325 602	12 672 707	652 895
Globale kvinnenettverk	10 714 511	10 478 751	10 384 969	93 782
TOTALT	58 932 195	54 156 354	51 442 384	2 713 970

Evaluations 2003-2006:

Project nr.	Project name	Norwegian organi- sation	Year	Type of Evaluati on
GLO-01/413-9	Women and micro-finance, Niger	CARE N. KU	2003	External
GLO-05/274-2 (GLO-01/413-5)	Utdanning av unge jenter og kvinner, Guatemala	D.Hvite Bånd	2004	External
GLO-05/274-10 (GLO-01/413-25)	Media women in the South, Global	IAWRT	2003	External
GLO-05/274-8 (GLO-01/413-19)	Reproductive health, Bangladesh	Int.Dugnad KG	2005	External
GLO-01/413-46	Styrking av rettsapparatet for kvinner, Guatemala	JURK	2006	Internal review
GILO/01-413	Sparegrupper og mikrokreditt for kvinner, Sri Lanka	N. KFUK/ Delta Int	2005	External
GLO-05/274-1 (GLO-01/413-2)	Lederopplæring og helseprosjekt, Tanzania	KF	2004	External
GLO-05/274-11 (GLO-01/413-26)	Bekjempelse av kjønnslemlesting av kvinner, globalt	KF	2004	External
GLO-05/274-20 (GLO-01/413-48)	Forebygging av HIV/AIDS, Etiopia	N. Life Community	2005	External
GLO-05/274-17 (GLO-01/413-41)	Solidaritetsprosjekt, Sri Lanka	N.Kr.Student	2005	External
GLO-05/274-9 (GLO-01/413-21)	Utdanning av helsearbeidere innen mentalhelse, Sri Lanka	N. K&F	2005	External
GLO-05/274-19 (GLO-01/413-47)	Yrkesopplæring for vanskeligstilte jenter, Uganda	N. K&F	2005	External
GLO-05/274-18 (GLO-01/413-44)	Helsevern for pal. kvinnelige flyktninger, Libanon	Pal.kom.KG	2006	External

Annex 5: FOKUS Norad project budget 2007

GLO-05/274 PROSJEKTBUDDSJETT 2007 NORAD

Prosjekt nr.	Prosjektnavn	Norsk organisasjon	Finansierings behov 2007	Innstilling til styret (uten adm.)	Søker org. sin egenand.	NORADs andel	Admin. støtte 8%	N stø
GLO-05/274-26	Safe motherhood, Burkina Faso	Amurt	344 037	338 641	33 864	304 777	24 382	
GLO-05/274-15	Utdanning av jordmødre, Afghanistan	AiN-KU	625 223	622 589	62 258	560 331	44 826	
GLO-05/274-8	reproduktiv helse, Bangladesh	Den n. jordmorf	401 988	355 488	35 548	319 940	25 595	
GLO-05/274-2	Utdanning av unge jenter og kvinner, Guatemala	D.Hvite Bånd	633 175	600 000	60 000	540 000	43 200	
GLO-05/274-14	ISIS WICCE, Uganda	FFA-KU	1 022 294	950 908		950 908	76 073	1
GLO-05/274-10	Mediakvinner i sør, globalt	IAWRT	855 000	840 000		840 000	67 200	
GLO-05/274-16	Kompetansebygging for en fredskultur, Libanon	IKFF	431 778	435 000	43 500	391 500	31 320	
GLO-05/274-27	Opplæring i MR/Kompetanseheving, Colombia	"	201 500	212 500	21 250	191 250	15 300	
GLO-05/274-22	Retts hjelp og lovreform, Tanzania	JURK	1 104 074	983 970	98 397	885 573	70 846	

GLO-05/274-32	"Kvinneres rettigheter", Bangladesh	KFUK-utvalget	820 787	678 519	67 851	610 668	48 853	
GLO-05/274-4	Database for kvinner. Peru	KF	425 880	493 200	49 320	443 880	35 510	
GLO-05/274-1	Lederopplæring og helseprosjekt, Tanzania	---"---	447 300	517 000	51 700	465 300	37 224	
GLO-05/274-6	Kvinner mot AIDS, Tanzania	---"---	370 001	374 667	37 466	337 201	26 976	
GLO-05/274-23	Bekjempelse av kjønnslemlesting,. Singida, Tanzania	"	159 250	159 250		159 250	12 740	
GLO-05/274-28	Bekjempelse av kjønnslemlesting, Dodoma, Tanzania	"	153 289	153 289		153 289	12 263	
GLO-05/274-11	Bekjempelse av kjønnslemlesting av kvinner, globalt	---"---	1 744 537	1 501 944		1 501 944	120 156	1
GLO-05/274-7	Bekjempelse av handel med kvinner, globalt	---"---	600 500	600 500		600 500	48 040	
GLO-05/274-12	Kvinner, utdanning og økonomi, Kamerun	KrFK	135 000	135 000	13 500	121 500	9 720	
GLO-05/274-3	Støttesenter for urfolkskvinner, Guatemala	LAG-KU	1 042 014	937 813	93 781	844 032	67 523	
GLO-05/274-24	Institusjonsutvikling kvinner med funksjonsh. Namibia	Nettver.kv.funk	260 427	264 363	26 436	237 927	19 034	
GLO-05/274-20	Forebygging av HIV/AIDS, Etiopia	N. Life Community	728 600	468 000	46 800	421 200	33 696	
GLO-05/274-17	Solidaritetsprosjekt, Sri Lanka	N.Kr.Student	301 420	303 670	30 367	273 303	21 864	
GLO-05/274-9	Utdanning av helsearbeidere innen mentalhelse, Sri Lanka	N. K&F	354 226	354 226	35 422	318 804	25 504	
GLO-05/274-19	Yrkesopplæring for vanskeligstilte jenter, Uganda	---"---	385 500	385 500	38 550	346 950	27 756	
GLO-05/274-25	Rettighetsopplæring og utdanning, Thailand	N. Kvi. Juristers F	584 696	742 560	74 256	668 304	53 464	
GLO-05/274-21	Kvinneforskningssenteret URACCAN, Nicaragua	SAIH	929 613	936 550	93 655	842 895	67 432	

GLO-05/274-5	FOKUS	FOKUS		4 500 000					4
	Faglig utvikling/kompetanseoppbygging	FOKUS		1 000 000					3
Total sum			15 062 109	19 845 147	1 013 921	13 331 226	1 066 498	21	

*** Spesifisering av nye prosjekter budsjettet under faglig utvikling**

nytt	Bekjempelse av kjønnslemlestelse, Somalia	Somalisk Kv.for.	509 259	245 000		245 000	19 600		
nytt	Ressursenter for Øst-Timor's kvinner	Støtte. Øst-Tim	1 300 400	634 253	63 425	570 828	45 666		
nytt	Bekjempelse av kjønnslemlesting, Etiopia	Utviklingsf.	390 788	331 214		331 214	26 497		
			2 200 447	1 210 467	63 425	1 147 042	91 763		1