

**BILATERAL COOPERATION BETWEEN  
THE GOVERNMENT OF THE KINGDOM OF DENMARK  
AND  
THE FUND MANAGER IN SUPPORT  
OF CIVIL SOCIETY ORGANISATIONS**

**DEVELOPMENT UNDERTAKING  
DOCUMENT**

**Promotion of Human Rights**



**Development Undertaking Document:** Appendix 1 to the bilateral agreement with the Fund Manager in support of Civil Society Organisations

This Development Undertaking Document (DU) stipulates the objectives and practical details regarding management of the development cooperation concerning the “**Promotion of Human Rights**” as agreed between the two parties designated below. The Document of Undertaking is appended to the agreement between the two parties and forms an integral part of the latter and of the documentation indicated below. This Danish support is part of the Burkina Faso Country Programme for the period 2016-2020 and refers to the theme of “Human Rights and Stability” with a view to an improvement in governance in Burkina Faso.

### **Parties**

The Royal Embassy of Denmark in Burkina Faso and the Fund Manager in support of Civil Society Organisations.

### **Documentation (Appendix 2 to the bilateral agreement)**

This undertaking refers to:

- The Terms of Reference for the recruitment of the Fund Manager
- The recommendations of the Universal Periodic Review 2013
- The national sectoral policies, in particular National Gender Policy, National Water Policy, National Sustainable Development Policy
- The National Drinking Water Supply Programme
- The National Waste Water and Sewage Treatment Programme
- The Guide on Integration of Human Rights in sectoral policies
- The National Economic and Social Development Programme (formerly the SCADD – Strategy for Accelerated Growth and Sustainable Development)

### **Context, justification and activities to be given support**

#### ***Situation in relation to the objective of the Development Undertaking***

Major shortfalls persist between the significant number of Human Rights instruments ratified by Burkina Faso and their implementation. Generally speaking, those shortfalls can be illustrated by the fact that the large majority of the population has no access to an adequate standard of living, nor to fundamental economic, social and cultural rights. More specifically, the progress reports on human rights and the analysis of the Compilation drawn up by the Office of the High Commissioner for Human Rights underline (i) acts of violence based on gender and persistent inequalities between men and women, including female genital mutilation (FGM), domestic violence, inequalities as regards access to loans, land, water and jobs for women and young people; (ii) inequalities in terms of access to justice and the lack of trust in the independence and efficacy of the judiciary; (iii) ineffective protection of civil liberties (e.g. during the unrest in 2011), abuse of preventive detention, torture and the death penalty.

Over and above the issue of implementing social rights in Burkina Faso, it is appropriate to stress the low level of importance accorded to the right to water and sanitation enshrined in social rights, on which the State is concentrating its efforts. Drinking water is not seen as a social issue, given that investments in water are categorised as investments to encourage production (likewise energy, transport, trade, communication, tourism and the hotel trade). Moreover, the right to water is not handled by the Ministry of Justice, Human Rights and Civic Promotion (MJHRCP), which none the less promotes the social right to health and education.

Along with this discrimination in the right to water and sanitation enshrined in social rights comes a number of failings in public action as regards water and sanitation in relation to the fulfilment of that right<sup>1</sup>: (i) the vulnerability of a large part of the population in terms of enjoyment of the right to drinking water and sanitation as the result of financial and physical incapacity and the shortage of information and knowledge that typifies people who have neither the required level of education nor the information needed to understand and defend their rights in a regulated formal and institutional environment; (ii) the inequalities between people in the use of public investments: the drinking water and sanitation services developed in rural and semi-urban areas (75% of the population) are typified by their low sustainability and viability, contrary to the services provided in areas covered by the National Office of Water and Sanitation (ONEA) that reaches 25% of the population; (iii) the low and relatively ineffective participation / inclusion of players representing vulnerable groups (the local authorities of secondary towns and rural areas, civil society organisations, etc. representing the poor, women, young people, children, people living with a disablement, etc.) in the decision-making processes of GIRE and AEPHA<sup>2</sup> at local, intermediate and national level; (iv) the difficulty of the central, devolved and decentralised public institutions effectively to handle public investments and manage the public services of AEPHA and report on them in a satisfactory manner in rural areas and secondary towns (accountability), and (v) the poor access for vulnerable groups (or their representatives) to adequate information and the knowledge needed to influence public action as regards GIRE and AEPHA (transparency).

Denmark has been supporting civil society in Burkina Faso for a number of years, more particularly through the “Good Governance Support Programme in Burkina Faso (PABEG) 2008-2013” and, more recently, the thematic programme, “Human Rights and Democracy in Burkina Faso 2014-2016”. The lessons learned during those years of support and assistance from the Embassy come down the fact that a strong, dynamic civil society is essential as a counter-balance to State institutions and as a democratic watchdog; through its work with the most vulnerable populations, civil society is a source of resilience and mobilisation of social cohesion in the country. CGD, MBDHP, RENLAC, Semfilms and CNP-NZ are among the go-to structures in the fight against impunity and the high cost of living and denunciations and demonstrations on every subject that affects political life in Burkina Faso. The promotion of each and every dimension of Human Rights is done through MBDHP and the rights of women and young girls through AFJ/BF and the Common Gender Fund (FCG). In addition, that support has helped to strengthen the ability of the OSCs as regards planning and management.

This has all influenced the choice of this DU and formed the basis for output selection. *Output 1 and 2* will help to reinforce the principles of non-discrimination and participation by supporting OSCs, which are trusted partners of the Embassy<sup>3</sup> and the FCG. Within the framework of output 1, a budget line will also be earmarked for the support / promotion of “medium-sized” OSCs, which are less well established but work closely with poor and marginalised populations. Through the work of CNP NZ, Semfilms and MBDHP, press freedom and free speech will be reinforced and will give every citizen of Burkina Faso the opportunity to denounce injustices, differences in treatment and the marginalisation of vulnerable groups, in addition to any that have little access to information, e.g. nomadic groups and people held in prison.

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<sup>1</sup> Appendix 1: Strategic considerations and justification of outputs 3 and 4.

<sup>2</sup> GIRE: Integrated Management of Water Resources.

AEPHA: Provision of Drinking Water, Hygiene and Sanitation.

<sup>3</sup> Appendix 2: Principal characteristics and field of work of the OSCs to be given support (Output 1).

Because of geographical remoteness, marginalised groups will be given better access to claim and arbitration mechanisms regarding violations of their individual and collective safety.

Through *outputs 3 and 4*, the training of duty-bearers and holders of rights on the Human Rights-based Approach (HRBA) in the water and sanitation sector will be based as much on the foundations of the HRBA in that sector as on the responsibilities and duties of the stakeholders (public authorities, service providers, citizens, etc.) and on the concrete practicalities (tools and methods) of implementing the principles of the HRBA for AEPHA and GIRE.

In the framework of *output 5*, the call for proposals will select and encourage innovative anticipatory actions and actions that help to prevent the upsurge in radicalisation and maintain social cohesion, first and foremost among marginalised groups (young people, refugees).

The Fund Manager will help with the funding of these experiments and will work, in tandem with the OSCs, on replicating them nationwide. The outputs aim to provide the OSCs with support in their potential to influence the necessary changes, consolidate the progress made in unconditionally respecting human rights, extend what we have already achieved in terms of equality and women's rights and trigger civic commitment and better social inclusion.

### **Complementarity**

This Undertaking complements other DUs on the theme of Human Rights and Stability, as well as on macro-economic issues and water and sanitation. The work of the OSCs in the context of implementing UPR recommendations with certain Ministries, coordinated by the MJHRCP, and monitoring those recommendations, will complement the ones scheduled in DU 1 (Establishment of Human Rights and Credibility of the Judiciary). In the context of output 5, the call for proposals will select and encourage innovative anticipatory actions and actions to prevent the rise in radicalisation and maintain social cohesion. These actions will complement the one implemented in the context of output 3 of DU 2 (Help in improving local access to justice and protection of Human Rights) regarding the consolidation of social cohesion, civic commitment and interior security by stepping up dialogue and consultation between State, OSCs and community, and customary and religious leaders, in addition to through the participation of community security structures. The DU will also complement the three DUs in the programme on the theme of Water and Sanitation<sup>4</sup> through the supervision, the advisory support and the implementation documentation of the HRBA within that programme. Finally, it will complement the Development Contract (general budgetary support), particularly in achieving the outputs of (i) stronger Management of Public Finances; (ii) increased budget revenues; (iii) improved budget transparency and (iv) the strengthened fight against corruption through the work undertaken by CIFOEB (Information Centre for Budget Training and Study) and RENLAC (National Anti-Corruption Network).

### **Logic of the intervention and links with the HRBA and equality between the sexes**

Compliance with human rights requires from the State the will and the faculty to respect them and have them respected. But it also needs a dynamic civil society which is well-informed, committed and has the opportunity to take an active and responsible part in the life of society. The intervention logic will be based on the HRBA, but a number of other major challenges will also have to be dealt with, however.

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<sup>4</sup>DU1: Help to improve lasting and equitable access to drinking water in the regions of Boucle du Mouhoun, Cascades and Hauts-Bassins; DU2: Help to promote lasting hygiene and family sanitation in the regions of Boucle du Mouhoun, Cascades and Hauts-Bassins; DU3: Help with the effective integrated management of water resources in the five Water Boards in Burkina Faso.



Indeed, the State, in the capacity of duty-bearer, does not always fully play its role and the OSCs, which endeavour to equip the holders of rights, do not have all of the resources required successfully to complete their missions.

*Output 1*, in supporting RENLAC, will directly target the fight against corruption and will therefore directly involve the principles of accountability and transparency in revealing cases of corruption and bringing them before the courts: an arraignment in three cases of corruption by RENLAC leads to administrative decisions (investigations, disciplinary procedures, departmental reorganisation, corrective actions and administrative sanctions). The work undertaken by CIFOEB in establishing participative budgets in communities will bring change at management level in terms of transparency, participation and the inclusion of rural communities. CIFOEB interventions have helped to equip the OSCs for increased civic control, applying “civic pressure” on the local authorities for the rendering of accounts. The principles of non-discrimination and participation will be implemented through the activities of the OSCs to help vulnerable groups (in particular, young people, refugees, nomadic populations, women and young girls) and provide full access to their fundamental rights.

To reduce sex- and gender-related discrimination, *outputs 1 and 2* will incorporate actions to promote gender equality and the rights of women and young girls, especially through interventions by the AFJB (Benin Female Lawyers Association) and the Common Gender Fund<sup>5</sup>. The AFJB provides voluntary legal assistance services to women and young girls who are victims of violations of their rights. In the institutional system, the FCG provides an effective tool for pooling the initiatives of the Technical and Financial Partners (TFP) in making a decisive contribution to a development sector, gender. Its primary aim is to support the efforts of national partners working on gender promotion and development in Burkina Faso. Therefore, information, education and communication campaigns help to produce a shift in mentalities in fields such as the fight against female genital mutilation and the attribution of land titles to women.

With the support of the Ministry of Water and Sanitation (MEA) and the public institutions (*outputs 3 and 4*), the media and the OSCs will ensure the observance and implementation of the right to water and sanitation, in addition to protecting and defending the human right to water and sanitation.

In order to obviate an upsurge in radicalisation, *output 5* will be aimed at marginalised groups, especially the young.

The five criteria of OECD CAD are factored in as follows: *Relevance* is ensured by the fact that the Embassy backs the strategic plans of the OSCs, which are involved locally. The mid-point review in 2012 revealed that the OSCs were *effective* and, within the framework of the programme, any and all provisions are made to ensure financial and technical backing with a view to strengthening and guaranteeing the continuation of that effectiveness. As far as *efficiency* is concerned, the financial backing envisaged in the programme will help to increase the efficiency and *sustainability* of the OSCs. The events of October 2014 are proof of the existence of space for human rights, which has been enlarged by the work of the OSCs among the population, denoting the long-term *impact* of interventions by the OSCs with Burkina Faso society.

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<sup>5</sup> Such as, for example: (i) Improved functioning of legal surgeries (Ouagadougou and Bobo-Dioulasso) set up by AFJ/BF to provide juridical and judicial assistance to women and young girls who are victims of violations of their rights; (ii) AFJ/BF training of legal practitioners, police officers, administrative personnel and players in civil society on the rights of women and young girls; (iii) Training by WiLDAF of neighbourhood paralegals working to promote women's rights; (iv) Treatment, in the homes of the women and young girls, of complications and after-effects related to Female Genital Mutilation.



### **Objective of the Development Undertaking**

**The objective of this Development Undertaking** is “to fortify a representative civil society defending human rights with the Government”.

**Five outputs** are expected:

- **Output 1:** Human rights and civic commitment are promoted with the contribution of the Civil Society Organisations operating within the framework of the Development Undertaking.
- **Output 2:** The initiatives supported in various development sectors have a marked impact on the reduction of inequalities between the sexes.
- **Output 3:** The Ministry responsible for water guarantees the observance and implementation of the right to water and sanitation through the integration of the principles of the Human Rights-Based Approach in the investment decision-making processes, the establishment of the terms and conditions of access to AEPHA services and the consultation and decision-making processes on water resource management.
- **Output 4:** The public institutions and civil society organisations guarantee the protection and defence of the human right to water and sanitation through the acquisition of the information and capacity required and the implementation of relevant campaigns to control and influence government action regarding GIRE and AEPHA.
- **Output 5:** Social cohesion and the sources of resilience against the upsurge in radicalisation are reinforced by preventive actions set up by civil society organisations in support of certain groups at risk (young people and refugees).

The Danish Ministry of Foreign Affairs will base its support on the progress made in the implementation of the Undertaking, as set out in the documentation. Progress will be measured by the monitoring framework set up by the Fund Manager to support Civil Society Organisations, based on the logical framework of the Common Gender Fund and the OSCs supported.

Both parties have agreed to measure the progress made using the following direct effect indicators and key outputs:

<b>Objective</b>		Fortify a representative civil society defending human rights with the Government	
Direct effect indicator		Number of people per annum with a better grasp of human rights <i>(based on the annual report from each OSC)</i>	
Base reference	Year	2016	<i>X in 2016<sup>6</sup> (Source: annual reports from the OSCs)</i>
Target	Year	2020	<i>% in 2020 (Source: annual reports from the OSCs); 30% increase in the number of people gaining knowledge in the field of human rights)</i>

<b>Output 1</b>		Human rights and civic commitment are promoted with the contribution of the Civil Society Organisations	
Indicator 1 from output 1		% achievement of the objectives set in the strategic plans of each OSC	
Base reference	Year	2016	<i>X% (Source: Base Review in 2016)</i>
Target	Year	2020	<i>90%(Source: final situation / review)</i>
Indicator 2 from output 1		Concrete positive change in situation in relation to the mission of each OSC	

<sup>6</sup> Number to be updated on start-up of the programme in 2016, based on the annual report 2015 from the OSCs.

<i>(Broken down by OSC in quantity and quality)<sup>7</sup></i>			
Base reference	Year	2016	Quantitative and qualitative assessment <i>(to be defined based on OSC report 2015)</i>
Target	Year	2020	Quantitative and qualitative assessment <i>(to be defined based on OSC report 2020)</i>
Indicator 3 from output 1		Diversification rate of the OSC funds	
Base reference	Year	2016	X% and Y% <i>(Source: Base review; OSC reports 2015)</i>
Target	Year	2020	25% diversification in each structure <i>(Source: annual audit reports; OSC reports 2020)</i>

<b>Output 2</b>		The initiatives supported in the various development sectors have a marked impact on the reduction of inequalities between the sexes	
Indicator 1 from output 2		% reduction of the principal inequalities regarding women broken down by OSC <sup>8</sup>	
Base reference	Year	2016	X% <i>(Source: Base review; OSC reports 2015)</i>
Target	Year	2020	Y% <i>(Source: Base review; OSC reports 2020)</i>

<b>Output 3</b>		The Ministry responsible for water guarantees observance and implementation of the right to water and sanitation	
Indicator 1 from output 3		Integration of the principles of the HRBA in the instruments of the Communities and regional Directorates responsible for water enjoying the support of the water programme	
Base reference	Year	2016	Low and non-existent (to be confirmed by a more thorough base survey)
Target	Year	2020	The concrete terms and verification tools for equity, non-discrimination, sustainability / viability in AEPHA are used in the multi-annual or annual plans and budget allocation documents of the Communities and regional Directorates responsible for water

<b>Output 4</b>		The public institutions and civil society organisations guarantee the protection and defence of the human right to water and sanitation	
Indicator 1 from output 4		Number and nature of the campaigns run by the media, the partner OSCs and the National Assembly on the right to water and sanitation	
Base reference	Year	2016	X (to be confirmed by a thorough base survey / media and OSC reports)
Target	Year	2020	8 media campaigns (mediation of protection and defence campaigns, broadcast debates, online debate forums, independent reports, documentary films, poster campaign, advertising novelties, one-off demonstrations) 7 OSC campaigns (annual report on human rights, annual report on the situation of the rights of women and young girls, blue book, biannual report on the quality of the public drinking water service, critical analyses of political speeches and undertakings, memoranda contributing to the steering committees of national programmes, assessment report on the efforts of players for the right to water) 2 campaigns by the National Assembly (questions to the Government; initiation, examination and adoption of laws)

<sup>7</sup> Breakdown in Appendix 9 (monitoring & evaluation).

<sup>8</sup> Breakdown in Appendix 9 (monitoring & evaluation).



<b>Output 5</b>		Social cohesion and the sources of resilience against the upsurge in radicalisation are reinforced by prevention campaigns set up by civil society organisations in support of certain groups at risk (young people, refugees).	
Indicator 1 from output 5		Number of media publications related to the fight against the upsurge in radicalisation	
Base reference	Year	2016	X number (Source: Base review 2016)
Target	Year	2020	Y number (Source: Base review 2020)

### **Risk Management**

The table below outlines the measures to be used to manage identified risks; the programmatic and institutional risks alone are detailed. The contextual risks are detailed in the Country Programme document.

<b>Risk factor</b>	<b>Probability</b>	<b>Assessment context</b>	<b>Impact</b>	<b>Assessment context</b>	<b>Response to the risk</b>	<b>Residual risk</b>
<b><i>Programmatic risk</i></b>						
Sustainability of the OSCs	Probable	The October 2012 review of the Good Governance Support Programme and the institutional analysis of 8 OSCs in 2014 mentioned that the OSCs must be given assistance in the development of sustainability mechanisms by (i) greater diversification of the sources of funding and (ii) an increase in self-funding in order to reduce too great a financial dependence	Minor	Brake on start-up of scheduled activities. Failure to achieve the results expected	Development of funding diversification strategies by each OSC and search for new partners	Minor
Low level of implementation of the HRBA in the new sector policies and strategies	Probable	The Government has formally provided for the recognition of the HRBA in formulating sector policies and strategies but the concrete applications and operational implications still remain relatively unknown and may fail to appear in the strategic orientations	Minor	Integration of the HRBA necessitates the development of new terms and conditions for operations in the sector. Some are known, others still to be developed through practice. The principles without concrete terms and conditions of application will not be sufficient to change practices	The concrete terms and conditions developed through implementation of the programme (investment arbitration mechanisms to confirm the principle of harmonious regional development, terms and conditions of access to services for vulnerable populations, etc.) will be documented to gradually feed into the improvement of sector strategies and instruments (institutionalisation)	Minor

Risk factor	Probability	Assessment context	Impact	Assessment context	Response to the risk	Residual risk
Low level of education [of the] local representatives of the holders of rights to water and sanitation	Probable	The low level of education in underprivileged rural areas may be a restrictive factor in their ability to assimilate and appropriate HRBA issues. They will find it more difficult to apply pressure on professionals and local authorities	Major	Civic monitoring and control, the terms and conditions of expression in denouncing inequality and discrimination require a minimum level of education to bring effective influence to bear on duty-bearers	Ensure that public awareness among the under-educated is raised through blanket information campaigns in the local languages on the right to water and sanitation and its implications in terms of the responsibilities and obligations of the public authorities, citizens and other stakeholders. Pressure from the general public should have its effect on professionals and authorities	Minor
Very limited adoption of the requirements of the HRBA by public institutions <sup>9</sup>	Probable	State authorities and professionals frequently tend to “continue do what they always have” and generally take their time to adapt their practices to new orientations	Major	The limited adoption by State authorities and professionals, who are the main duty-bearers is bound to compromise the application of the HRBA	A strong institutional message on the programme and what is at stake; The documentation and media coverage of the obstacles seen to be standing in the way of implementation of the HRBA; Bringing pressure to bear and lobbying by civil society in the areas covered by the programme and nationwide; Questioning and inspection activities surrounding the government campaign by the National Assembly	Minor
Difficulty of recruiting a manager who satisfies the terms of reference	Relatively unlikely	The call for tenders will be launched internationally and, at local, sub-regional and international level, structures exist which are able to meet the criteria required	Insignificant	Delay with start-up of the Development Undertaking and in achieving the objectives	Compliance with the timing of the launch of the call for tenders is important. The call for tenders will be launched in the second half 2015; if it is unsuccessful, a second call could be launched before the end of 2015	insignificant

<sup>9</sup> DGRE: General Directorate of Water Resources, DREAHA: Regional Directorate of Water, Hydraulic Facilities and Sanitation, DGAEUE: General Directorate of Sanitation of Waste Water and Sewage, ONEA: National Office of Water and Sanitation, SP/PAGIRE: Permanent Secretariat of Integrated Management of Water Resources, Communes and Water Boards.



<b>Institutional risk</b>						
<b>Risk factor</b>	<b>Probability</b>	<b>Assessment context</b>	<b>Impact</b>	<b>Assessment context</b>	<b>Response to the risk</b>	<b>Residual risk</b>
Malgovernance internally in the event of corruption within the OSCs themselves	Probable	The OSCs, like the state institutions, suffer from malgovernance but the ones receiving TFP support for a number of years have improved their internal and financial management. This risk may be aggravated by the fact that the OSC portfolio is going to grow and will target OSCs of "small or medium size" with less experience	Minor	The trust of beneficiaries and partners is compromised. May indirectly impair Danida's reputation	Measures to bolster capacity are scheduled by the Fund Manager's Technical Assistance, particularly in terms of financial management. Annual audits will help to lessen this risk	Minor

NB: the analysis of the programmatic risks did not reveal any risk of damages, torts and nuisances caused by this Development Undertaking.

### Contributions

The total budget for the Undertaking is set by the Danish Government at DKK 100,400,000 over the period 2016 to 2020 (see detailed budget in Appendix 3).

<b>Development Undertaking: promote Human Rights and Civic Commitment</b>		
In DKK	<b>Denmark</b>	<b>Partner/TFP</b>
Output 1	39,000,000	NA
Output 2	27,597,023	<sup>10</sup>
Output 3	3,600,000	74,606
Output 4	7,400,000	149,884
Output 5	8,000,000	NA
Fund Manager	12,077,796	
Budget margin (0.7%)	325,181 <sup>11</sup>	
<b>Total Development Undertaking</b>	<b>98,000,000</b>	<b>224,490</b>

### Budget for the Undertaking by year

<b>Year</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total Undertaking</b>
Amount in DKK	27,191,926	14,800,000	28,680,979	14,127,095	13,200,000	<b>98,000,000</b>

In addition to Denmark, other partners<sup>12</sup> have undertaken to support the OSCs in the field of Governance; but, as the result of the withdrawal from Burkina Faso by the Netherlands in 2013, Denmark, with the European Union and Sweden, remains one of the few financial partners of any significance from civil society. The OSCs are aware of the reduction in the number of partners, and therefore of funding, and are looking for resources that will enable them to gain greater financial autonomy: search for new partners, with the accent on improving the collection of contributions from members; sale of products and services; rental of rooms, etc. These efforts will continue within the framework of this Development Undertaking in order to reach the rate of 25% diversification scheduled by 2020.

<sup>10</sup> For 2014, the FCG's PTFs have committed to the following funding: Denmark: 3,000,000 Danish Krone; Switzerland: 150,000 Swiss Francs; UEMOA (West African Economic and Monetary Union): 10,000,000 CFA Francs; UNFPA: US\$ 30,000 and UNICEF: US\$ 20,000.

<sup>11</sup> Budget margin for extraordinary price increases, exchange rate losses, unforeseen expenses, etc.

<sup>12</sup> Detailed description of support from the other TFPs in Appendix 4.

## **Administrative Management**

In order to implement this Development Undertaking, a Fund to support Civil Society Organisations will be set up. For the administration of this fund, its management, the monitoring and evaluation of the results and the implementation of the Undertaking, a manager will be recruited by international call for tender based on the TOR drawn up by the Danish Embassy (TOR for the recruitment of the manager in Appendix 5). The applicant must have considerable skills and experience in the administrative and financial management of support funds, in bolstering the capacities of civil society organisations, as well as in monitoring and evaluation, reporting and capitalisation.

The DU will be implemented nationwide. The Manager will be the Embassy's go-to contact. He will oversee implementation of the Undertaking and coordinate with:

- (i) The Civil Society Organisations selected in the context of outputs 1 and 5;
- (ii) The Manager of the Common Gender Fund in the context of output 2;
- (iii) The leader of the NGO consortium implementing outputs 3 and 4 (TOR for the recruitment of the partner responsible for implementing outputs 3 and 4 in Appendix 6).

One person will be accountable within the Embassy for political and strategic dialogue with the various partners and the manager.

Annual reporting (activities and financial) and the formulation of the terms of evaluation of criteria will be the responsibility of the manager, as will the organisation of the Steering Committees (CP). The terms and conditions of management will vary depending on the various outputs. Steering Committee meetings in which the Embassy participates during which (i) the activity and financial reports will be presented by the OSCs, the Common Gender Fund and the leader of the NGO Consortium; (ii) reallocations of funds and (iii) action plans for the current year will be adopted. The composition of these steering committees will depend on the outputs. For output 1, the CP will be composed of the manager of the association and the Embassy. For the FCG, the manager will participate in the CPs that already exist within the FCG with the Embassy. For counters 3 and 4, the terms will be defined after the ongoing reorganisation of the Ministry of Water and Sanitation. The manager will participate in the steering committee or pass on his contributions to the various documents for consolidation.

For counter 5, two calls for proposals will be launched by the manager but the themes and criteria will be defined in tandem with the Embassy. Likewise, for the definition of the criteria and themes for recruiting medium-sized OSCs. Finally, a meeting on a particular theme to which all beneficiaries will be invited will be held once a year to evaluate the extent to which the general objective of the DU has been achieved. That meeting will provide the framework for each and every element of the DU to share their experiences. The manager will be responsible for preparing and convening the Steering Committee meeting once a year: preparation of the consolidated documentation to be submitted to the Committee members ahead of time and report on performance and conclusions of the committee.

The role of the Manager, the Embassy and the Steering Committee is described in Appendix 7 – Administrative / Financial Management.

## **Activities**

In the context of output 1 for the OSCs already identified, the activities undertaken will be the ones listed by those OSCs in their annual plan (in the form of a logical framework) submitted to the manager of the financing fund each year. The 60/40 criterion will govern the partners' budget allocations. For outputs 2 and 5 (response to calls for proposals / projects), the activities will be listed in the drafts submitted to the calls for proposals (logical framework). Outputs 3 and 4 will be developed according to four operational avenues: (i) supervision, support and assistance and documentation of application of the HRBA within Danida's Water and Sanitation programme;



(ii) training in the HRBA for the duty bearers and holders of rights in the water and sanitation sector; (iii) development of the tools and methods lacking to promote the HRBA at local level; (iv) support for concrete actions to promote and claim the right to water (details of the activities of outputs 3 and 4 in Appendix 8).

### ***Areas of intervention***

In general, the activities undertaken by the OSCs in the context of outputs 1, 2 and 5 will cover the entire country with specificities depending on each OSC such as the choice of pilot communities for CIFOEB; the choice of Ouagadougou and Bobo-Dioulasso for the implementation of legal surgeries (AFJ/BF), etc. For outputs 3 and 4, the areas selected will be (i) the priority communities covered by DU Drinking Water Supply and Sanitation construction projects (Dédougou, Nouna, Gorom-Gorom, Ouahigouya, Banzon, Fo, Sindou, Padema); (ii) the regions covered by DU Drinking Water Supply and Sanitation construction projects (Boucle du Mouhoun, Hauts-Bassins, Cascades, Nord, Sahel); (iii) the catchment areas covered by DU GIRE projects (water boards in Mouhoun and Cascades) and (iv) the central level (Ouagadougou).

### **Financial Management**

Financial management of the Undertaking will conform to Danida guidelines in that field, in accordance with the agreement signed by both partners.

As the result of approval by the Danish Embassy of the action plan and the annual budget, the funds will be paid into a bank account opened specifically for the DU in the name of the manager and will be conditional upon receipt and approval of the reports. The funds will be transferred if the following conditions are met:

- The sums paid previously have been disbursed in accordance with the agreement;
- Satisfactory financial reports covering previous periods have been submitted;
- There are no other suspense accounts.

### **Monitoring and Evaluation**

The stakeholders have agreed to measure the progress made in relation to the key results indicators, as indicated in the section above. Monitoring and evaluation will be carried out at four levels:

#### ***Monitoring of progress***

Danish cooperation in development focuses on outputs. Monitoring of progress in the course of implementation is necessary to ensure that the Development Undertaking achieves the objectives agreed. The fulfilment report on the Annual Plans of the OSCs, the FCG and the activities implemented by the leader of the NGO Consortium will be compiled according to the formats and frequencies agreed by the steering committee, which will sit once a year. It will state exactly what progress has been made and the difficulties encountered or anticipated in relation to the objectives laid down and the output indicators chosen and, generally, any and all relevant details affecting the implementation of the Annual Plans of the OSCs, the FCG and the activities implemented by the leader of the NGO Consortium.

#### ***Monitoring in relation to the outputs***

A tool to measure the outputs will be devised by the partner, in consultation with each OSC in order to measure their fulfilment. It will have to check that the annual (financial and progress) reports are drawn up according to result-based management (RBM). It will also have to devise a tool to measure (4) criteria and ensure that each OSC implements a system of archiving for quality and financial monitoring, with every basic document, report, decision, memorandum, etc. (electronic project management system and physical / binders as databases and archives). A mid-point review will be made to check the progress and achievement of the outputs.



**Sustainability**

In order to enhance the sustainability and viability of the work of the OSCs, training in fundraising will be given in order to equip the OSCs to diversify their technical and financial partners and broaden their financial diversification; each OSC will propose a strategy and a fundraising plan in the context of its programme / strategy. The partner will see to it that their implementation is monitored. A progressive diversification of funding is scheduled by the eight OSCs.

**Independent evaluation**

Denmark reserves the right to carry out technical and financial evaluation missions. The Development Undertaking may be subject to a final independent evaluation, which will be placed at the disposal of the general public. In that respect, the undertaking will be evaluated in relation to the five OECD CAD evaluation criteria: relevance, efficacy, efficiency, sustainability and impact.

**Prerequisites**

None

For the Government of Denmark

For the Manager (Oxfam/IBIS Consortium)

(Signed)

Mr Bo Jensen  
Ambassador

Alexia Castano  
Director

16.6.2016

Vagn Berthelsen  
Secretary General