



NCF 7-9 Project Implementation Manual

August 2020



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Abbreviations

DR	Disbursement request
NCF	Nordic Climate Facility
NDF	Nordic Development Fund
PIM	Project Implementation Manual
TOR	Terms of Reference



1 INTRODUCTION

The purpose of this Project Implementation Manual (PIM) is to explain the implementation processes and reporting requirements of the Nordic Climate Facility (NCF), a challenge fund set-up and financed by the Nordic Development Fund (NDF).

The PIM provides guidance to NCF's 7th, 8th and 9th call for proposals (NCF7, NCF8, NCF9) grantees and their project partners during project implementation.

The PIM is subject to revisions by NDF. NDF will inform grantees of any revisions and the latest version will always be available on the NCF website (www.nordicclimatefacility.com) under "Projects" - "How to implement".

Please contact the NCF management team (NCF team) if you have any questions or need any additional guidance on the implementation requirements of NCF: NordicClimateFacility@ndf.fi

2 GRANTEES' RESPONSIBILITIES

The NCF grantee is fully responsible for ensuring that the implementation and reporting of NCF projects are in accordance with the Grant Agreement and the PIM. The PIM is meant to be aligned with the Grant Agreement. If any part of the PIM is in conflict with the Grant Agreement, the Grant Agreement shall prevail.

The NCF grantee shall promptly inform NDF of any issues that may hinder the successful implementation of the project, i.e. one or more of the planned results (outcomes and/ or outputs) may not be achieved within the agreed budget or timeframe.

3 REPORTING

Reporting on a NCF funded project is based on milestones. A milestone is completed when the agreed milestone deliverables have been achieved. Deliverables for each milestone are defined during project design as a part of developing a results framework. Usually a project has 4-6 milestones. At the end of a project, a completion report must be submitted in addition to the progress report for the final milestone period.

Reporting templates are available on the NCF website (www.nordicclimatefacility.com).

3.1 Progress report

A progress report should be submitted to NDF at the end of each milestone. The report consists of a narrative part (Word template) as well as a financial part (Excel template). The financial report is an integral part of progress reporting and should always be submitted together with the narrative report as these two report on the activities and expenditures for the same implementation period.



NDF will not consider partial submission, i.e. one part without the other. The final version of a narrative report needs to be signed by a person authorised to sign on behalf of the project.

3.1.1. Narrative report

The narrative part of the progress report includes:

- A summary of the cumulative progress so far. This summary may be published on the NCF website to serve as an update of the project's progress;
- Description of the progress towards achieving the agreed milestone deliverables during the implementation period in question. Outputs and activities achieved should be compared against those originally set out for the milestone, and an assessment should be made whether the implemented activities have contributed towards the planned outcomes and outputs. Reports, studies, surveys, evaluations, etc., that are defined as milestone deliverables, or as means of verification for a deliverable(/s), should be included as attachments to the report.
- List of milestone deliverables planned but not achieved. An explanation of why they were not implemented, as well as when and if they will be implemented should be included in this list. Information on any budgetary implications should also be provided;
- A status update on risks that may negatively affect the successful and timely implementation of the project;
- Lessons learnt;
- Project pictures with a consent that NCF and NDF may use them for marketing purposes, both in online and print media. Credentials should be provided together with the pictures.

3.1.2. Financial report

A financial report should be submitted to NDF at the end of each milestone, together with the narrative report. The financial report covers all project accounts and should reflect the expenditures for all project partners. All expenditures need to be based on actual costs incurred and necessary for the implementation of the project. Please note, NDF will not approve any expenditures reported retroactively in following milestone progress reports. For example, a project's Milestone 1 implementation period is from February to July. All project expenditures incurred during this period need to be reported in Milestone 1. In this example, NDF would not approve any costs in Milestone 2 report that occurred before August.

- A narrative section of the financial report is included in the NCF Progress Report. It should explain any deviations from the planned budget for the milestone period. The remaining part of the financial report is Excel-based. The Excel template includes sections for specifying occurred expenditures during the milestone period (including a breakdown of them), a timesheet summary presenting staff inputs (see Section 4.5) as well as a summary of invoices above EUR 2,000. Copies of invoices do not need to be provided to NDF as part



of the reporting by default. Receipts will be requested on a spot check basis, and this will always be done for all projects for the first milestone. Spot checks can also be done for all consecutive milestone reports. Instructions on how to fill in the financial report are available in the Excel template.

- Supporting documentation (invoices, receipts, tickets, timesheets, payslips, procurement documentation, etc.) should be available for all expenditures upon NDF's request at any point during project implementation. Spot checks may be conducted on randomly selected projects on an annual basis.
- All expenditures are to be reported in Euros. The exchange rate(s) used, together with their source should be stated in the report. Eligible sources include, OANDA (or other well-known exchange rate online service), central banks, ECB and IMF. The exchange rate used in reporting is to be based on the average exchange rate over the reporting period. When the exchange rate used is anything but the average rate for the whole duration of the reporting period in question, prior approval from NDF is required. Monthly exchange rate averages can be approved in reporting if deemed more appropriate. In special circumstances, such as in cases of extreme currency fluctuations, the use of daily exchange rates can be approved (i.e. if an NCF disbursement is converted to a local currency in a single transaction, the actual rate of that exchange may be used or if multiple instalments are being delivered the weighted average exchange rate should be used).
- If there have been any changes in activities during the milestone, the financial report should also reflect these changes.

3.2 Project completion report

A project completion report should be submitted at the end of the project, latest at the approval of the last milestone report.

The project completion report should:

- Describe the achieved results in the project compared to the planned results and targets;
- Provide information on how the project has contributed to NCF's key development indicators (see section 7);
- Assess effectiveness, efficiency, relevance, impact, sustainability and coherence;
- Include an extensive section on lessons learned;
- Describe next steps, i.e. how the project partners or beneficiaries intend to take the business concept to the next stage of project development, and how government bodies or business networks will support the scale up or replication. If the final assessment of the project is that the business concept is not sustainable for further development, an elaborate report on lessons learnt should be provided explaining why the business concept will not be developed further;



- Include a two-page fact sheet that summarises the project results. The fact sheet is intended to disseminate results to attract possible investors and financiers for scaling-up or replication. In addition, it can be used for disseminating project results to a wider audience or the media through the project partners' or NCF's website or in print. The costs of developing the fact sheet may be included in the overall project budget.

4 FINANCIAL MANAGEMENT

4.1 Eligible expenditures

Reasonable costs related to the following items are considered eligible project expenditures:

- daily remuneration rates of project staff. The remuneration rates cannot contain any profit or a margin¹;
- services purchased from external service providers;
- costs related to monitoring and evaluation of project effectiveness;
- equipment and machinery necessary for the implementation of the project, as well as the acquisition costs for the equipment and machinery;
- rental of equipment, machinery and/or premises necessary for project implementation;
- administrative costs such as accounting, back-office support, telephone, postal, printing, etc., which have occurred directly from the implementation of the project. In case an overhead is used to cover these administrative expenditures, a signed letter explaining the cost structure and calculation basis of the overhead needs to be submitted to NDF for prior approval. The overhead cannot include a profit for the organisation, which should also be confirmed in the letter;
- staff travel² and accommodation expenditures as well as daily allowances. The per diem rates of each partner organisation should be based on standard practice and rates in the given national context. It should be made clear in the project budget if the selected per diem rate covers both accommodation and daily allowance or solely daily allowance;
- transaction costs and costs related to currency conversion directly related to the implementation of the project;
- taxes (as defined in the section below);
- financial audit costs; and

The project expenditures cannot generate profit for the project partners. To ensure cost efficiency, services and equipment purchased under the project should be procured following NCF procurement principles (see section 5). If a project partner's own product is used, the valuation of

¹ All increases in agreed remuneration rates require NDF's prior approval. Approval will only be granted in special circumstances, such as a government mandated salary increase.

² All travel should be in economy class and the most cost efficient ticket within reasonable travel time should be booked.



the product should be based on its production cost. If requested, the manufacturer of the product should be able to present relevant documentation showing the actual production cost.

Taxes

It is the responsibility of the lead Nordic partner to fully acquaint itself with the tax and excise laws in force, which are applicable in relation to the project, or to the receipt of funding from NCF prior to the submission of the full proposal. In the application phase, the lead Nordic partner shall clarify the value added tax (VAT) status of project partners within the Nordic countries and the European Union.

Reasonable duties, taxes and other levies payable by project partners (Nordic, local and/or other) in relation to the implementation of the project can be included as a cost in the budget. However, VAT that may be deducted or refunded, or compensated for in another way, cannot be included as project costs. Furthermore, VAT can only be included in as a cost when applicable in the country of implementation, whereas costs incurred in a Nordic country or within the European Union or elsewhere should be exclusive of VAT. Appropriate tax modifications may for well-grounded reasons be made to the budget during the negotiations phase, as agreed separately.

Taxes forming part of a project's expenditures, are included in the scope of the financial audit of the project.

4.2 Ineligible expenditures

The following items are not eligible project expenditures:

- items not found in the approved project budget;
- expenditures that have not been explicitly approved by NDF, either in the budget or in writing after the inception of the project;
- project preparation cost or any other costs incurred before the grant agreement was signed;
- companies'/organisations' ordinary operation costs, i.e. costs not directly related to the implementation of the project;
- merit pay, bonuses and similar supplements to wages that are paid in addition to regular wage;
- general staff training;
- depreciation of equipment, machinery and vehicles;
- fines, penalty fees and legal expenses, except ordinary project-related legal expenses that have been approved in the project budget;
- loan set-up costs, loan administration costs, interest on loans and exchange rate losses;
- fees resulting from opening or managing a bank account; and
- value-added tax (VAT) that may be deducted or refunded, or compensated for in another way.

4.3 Disbursements

When a milestone is completed the grantee should submit a disbursement request to NDF together with the progress report (containing a narrative and a financial report). The disbursement request template is included as an annex to the Grant Agreement. Disbursements are conducted only after a progress report has been approved and a valid disbursement request has been provided to NDF. A disbursement request needs to be signed on behalf of the Grantee by a person authorised to do so.

Prior to making the first disbursement, all conditions for disbursements need to be fulfilled. The conditions are stated in the Grant Agreement. The grantee will provide NDF with the following:

- Form of Certificate of Incumbency and Authority - a document listing the person(s) authorised to sign on behalf of the grantee (template included as an annex to the grant agreement). The original signed document should be submitted to NDF by mail.
- Sub-contracts between the grantee and the project partners setting out, among other things, the division of roles and responsibilities between the parties, committed co-financing amount (if applicable) and intellectual property rights, ownership and maintenance arrangements covered in Annex 1 of the Grant Agreement (Project description). Prior to execution, final drafts of the sub-contracts should be sent to NDF for no-objection. If the sub-contracts are written in any language other than English, they should be translated to English by the project developer using a certified translator. The translated version will be the governing version. Signed and scanned sub-contracts should be sent to NDF by email.
- An account holder confirmation issued by the bank to which the payment is requested to be made. The purpose of this is to get a confirmation from the bank that the account holder indicated in the disbursement request is in fact the owner of the bank account. NDF will send out an account holder confirmation form template to the account holder, i.e. the lead Nordic partner, who needs to contact their bank to get the confirmation. Banks can either use the NDF form template or their own form, as long as it contains the necessary information needed to confirm the account holder. A scanned version of the confirmation should then sent back to NDF by email.

4.3.1 Advance payments

NCF can provide advance payments, i.e. a partial disbursement for the implementation of a milestone at the beginning of a milestone period. At no point during the project implementation can the project have more than 20% of the total NCF grant as an advance. This means that in case a project will not use the full released advance payment as planned during a milestone, the unspent advance payment amount will need to be taken into account in the next advance payment request to ensure that the accumulated amount of advance payments stays below the 20% threshold. There can be several advance payments during the project implementation period, however, no advance payment will be released for the final milestone of the project. Advance payments are indicated in the project budget and linked to milestones. A request for an advance payment for a



given milestone cannot exceed what has been approved in the project budget. An advance payment cannot cover the full costs of a milestone. Therefore, a maximum of 80% of NCF's milestone costs³ can be covered by an advance payment. Activities implemented with an advance payment have to be reported and approved in milestone reporting before a subsequent advance payment can be paid out by NCF. All conditions for disbursements need to be fulfilled before any advance payment can be disbursed.

4.3.2 Final disbursements

The final disbursement request should be submitted after all project activities have been completed and NDF has approved the final milestone report, the audit and the project completion report. At least 20% of the NCF grant will be reserved for the final disbursement. One month after the closing date, which is stated in the grant agreement, a draft version of the progress report for the final milestone should be submitted to NDF. After the closing date of the project, only the cost for the financial audit can be reimbursed as project expenditures. All reports should be in such a state at the closing date of the project that only minor revisions may be needed as NDF will not cover any costs related to reporting beyond the closing date of the project.

After the final progress report has been approved by NDF, NDF will provide a clearance for the project to go ahead with a financial audit. The audit should be completed 2 months after the final progress report has been approved. A draft version of the project completion report should be submitted to NDF the latest two weeks after the approval of the final progress report. The completion report should be finalised and approved 2 months after the approval of the final progress report. Upon the approval of the audit and the completion report the final disbursement request should be submitted to NDF.

The total amount of NDF's financing (the grant) for the project cannot exceed the agreed percentage of the final realised costs as stated in the Grant Agreement. The financing share from the grant and co-financing may vary during project implementation, but for the full project expenditures by the end of the project, the NDF financing share has to be equal to or lower than the percentage stated in the Grant Agreement. This share is indicated in each financial report as part of the progress report and should be included in the final disbursement request.

4.4 Use of contingencies

NCF allows projects to include contingencies in their budget. Budgeted contingencies can be used to cover unforeseen activities and costs that occur during implementation. All activities covered with contingencies should contribute towards reaching the outcomes and outputs of the project. All use of contingencies requires a prior approval from NDF. All use of contingencies should be explained in the narrative report and reported in the financial report.

³ NCF grant amount assigned for a milestone.

4.5 Time sheets

All project partners are required to keep a record of working hours related to the project and corresponding workdays per month. Individual timesheets should be kept for all staff members financed by the project (including local and other partner(s)). All timesheets should be signed by the staff member in question as well as their supervisor.

Timesheets should, at a minimum, be done for each milestone (i.e. at least one timesheet per person per milestone), showing the hours dedicated to the project per workday for each month. Project-related travel, as well as weekends, national holidays and vacation days should be marked in the timesheets. As a rule, the information about absences marked in the timesheets must match the records of annual and sick leave taken of the staff member. Project-related travel marked in the timesheets must be supported by appropriate evidence, such as documentation of conferences, conference participant lists, project meeting notes, etc.

The timesheet format is optional; however, Annex 1 presents an example of an individual timesheet that fulfils the above-mentioned criteria. Timesheets and other related documentation should be made available upon request by NDF. The financial auditors will review timesheets as part of the audit.

A timesheet summary per partner organisation should be shared with NDF for each disbursement request. The summary should include the following information:

- a) Name and title of each staff member;
- b) The number of days worked per month, disaggregated for each staff member during the reporting period;
- c) Total number of worked days over the reporting period;
- d) Daily remuneration;
- e) Total cost per person for each reporting period.

<i>Name of partner organisation</i>							
a) Staff member (name and title)	b) # worked days/month (please include all months in the reporting period)				c) Total # of days (sum of b)	d) Daily remuneration (EUR)	e) Total cost (EUR) (e=c*d)
	Feb-18	Mar-18	Apr-18	May-18			
Project Associate 1	10	20	20	10.5	60.5	20	1,210
Project Associate 2	12	12	12	12	48	20	960
Project Director	18	18	18	18	54	30	1,620
Total sum							3,780

4.6 Financial audits

A financial audit is a review of a project's accounts to ensure applicable accounting rules have been followed by all project partners. NCF usually requires the project's accounts to be audited twice during the project implementation period; the first audit at the mid-term and a second audit after the closing of the project. The scope of an audit should be agreed with NDF prior to the



commencement of an audit. The audits should cover both the grant financing and co-financing of the project.

- Responsibility of the NCF grantee

The NCF grantee is fully accountable for the project's accounts. The grantee shall keep project accounts in accordance with generally accepted accounting principles. Furthermore, the grantee shall provide, or cause to be provided, access and local arrangements for the representatives of NDF to inspect all relevant books of account relating to the use of the Grant and shall use its best efforts to ensure that the local partner(s) and other partner(s) and all contractors and sub-contractors shall make corresponding undertakings. NDF has the right to access all financial documentation linked to the project.

- Audit process:

The grantee is responsible for carrying out the audits and shall inform NDF about the timing of a planned audit. Prior to initiating an audit, the grantee should request NDF for the NCF financial audit terms of reference (TOR) template. The scope of the audit should be agreed in advance with NDF. The final version of the TOR needs to be approved by NDF prior to contacting audit firms.

The grantee should procure the auditor(s) based on the agreed TOR, and following NCF's procurement principles. The auditors should be locally relevant in the countries of the project partners to be audited. This should include an understanding of relevant languages. Subcontracting of the audit assignment is allowed only with NDF's prior approval.

The grantee should request NDF's prior approval of the selected auditor. The grantee should be able to send documentation of the selected auditor, which proves the authorisation and certification of the company, should this be requested by NDF prior to approving the auditor. In case the grantee has a framework agreement with a certified audit firm, it may be used. This also requires a prior approval by NDF. Once NDF has approved the auditor, the grantee can proceed with contracting and consequently, conducting the audits.

The project completion audit should take place after all expenses related to project activities have been reported and approved by NDF.

- Reporting:

A draft of the audit report should be submitted for NDF's comments. Once the audit has been completed, the final audit report and a management letter should be sent to NDF. The grantee should note that NDF's approval of the audit report is required for consecutive disbursements. In case of any concerns raised during an audit, a meeting will be set up between the grantee and NDF to agree on a way forward. Solutions may entail the arrangement of additional audits, or field visits by NDF staff/consultants.

5 PROCUREMENT

All procurement carried out under the NCF-financed projects should aim to achieve best possible economy, efficiency and quality. All procurement-related documentation should be archived and made available at the request of NDF.

For procurement of goods or works, the following procurement procedures apply:

- a) **Costs below EUR 3,000**: procedure to be decided upon by the project partners. The price must be reasonable from a market perspective;
- b) **Costs between EUR 3,000 and EUR 50,000**: Shopping - comparison of at least three quotes/offers obtained directly from suppliers,
 - The supplier with the lowest bid shall be selected.
 - The request for bids, specifications, offers and other procurement-related documentation will be archived and made available at the request of NDF.

For procurement of consultancy services, the following procurement procedures apply:

- a) **Costs below EUR 50,000**: Single source selection - direct selection of consultant(s)/firm, no tender process required.
 - Terms of reference (TOR) shall be developed for the assignment.
 - Individual consultants shall submit CVs and references to relevant assignments.
 - Firms shall submit CVs of the proposed experts and provide relevant references.
 - The price needs to be reasonable from a market perspective.
 - The TORs, CVs and other procurement-related documentation should be archived and made available at the request of NDF.

For procurement of goods, works or consultancy services above EUR 50,000, the procurement procedures should be agreed upon with NDF in advance.

Dividing contracts into parts in order to keep the contract value below any threshold mentioned is strictly forbidden.

Grantees may use their own procurement procedures if they are stricter than the procurement procedures above.

5.1 Procurement plan

For NCF 8 and 9 a procurement plan is an annex to the grant agreement. The agreed procurement plan should be followed during project implementation. Deviations from the procurement plan should be discussed and agreed with NDF in advance.

6 CHANGES

The grantee should inform NDF about any change of scope and implementation delays as soon as they become evident.

If necessary, the grantee can submit a request for an extension of the closing date. The request needs to be submitted before the closing date of the project and it must include a justification for the extension, a plan for the completion of the project and a proposed closing date.

Any significant changes to the project require NDF's prior approval. A change request should describe how the situation has changed, how the project aims to address the situation, what the impact of the proposed change for the project's outputs and outcomes is, and what the implications for the budget are. A change request template is available from NCF staff upon request.

6.1 Reallocation of funds between budget items

Reallocation of funds between the project's implementation budget and administration budget has to be approved by NDF in advance.

In the implementation budget, reallocation of funds is acceptable as long as the project outcomes and outputs remain as agreed in Annex 2 (Results Framework and Milestone Deliverables) of the Grant Agreement. NDF's prior approval is required if the reallocation entails that an outcome's and/or output's total budget is amended by more than 10% or EUR 5,000, whichever is less. All significant reallocations should be also clearly explained in the progress report.

In general, in the administration budget, reallocation of funds within a budget heading as well as between budget headings is acceptable as long as the project results remain as agreed in Annex 2 (Results Framework and Milestone Deliverables) of the Grant Agreement. However, if the reallocation entails that a budget heading's total budget is amended by more than 10% or EUR 5,000, whichever is less, it requires NDF's prior approval.

All significant reallocations should be clearly explained in the progress report.

6.2 Reallocation of funds between budget milestones

Any reallocation which will change any deliverables in a given milestone has to be approved by NDF in advance. Reallocation of funds between milestones is acceptable as long as the reallocation is within the same output (implementation budget) or budget heading (administration budget) and the milestone deliverables remain as agreed in Annex 2 (Results Framework and Milestone Deliverables) of the Grant Agreement.

All significant reallocations should be also clearly explained in the progress report.



7 MONITORING PRINCIPLES

NDF will monitor whether the project is on track to achieve its expected outcomes and outputs within the agreed budget. Progress reports will serve as a basis for NDF's monitoring.

- NDF monitors progress against NCF's core indicators. Guidance on reporting on NCF's core indicators is available in Annex 2. The core indicators are listed below:
 1. Number of beneficiaries reached (disaggregated by number of women/men and girls/boys and vulnerable groups⁴)
 2. Number of people with increased resilience to climate change (disaggregated by number of women/men and girls/boys and vulnerable groups)
 3. Tonnes of CO₂e emissions reductions (actual at project completion and expected during the lifetime of the project's mitigation investments)
 4. Number of green business concepts tested
 5. Number of new decent jobs created (disaggregated by number of full-time (women/men and vulnerable groups), part-time (women/men and vulnerable groups) and seasonal (women/men and vulnerable groups))
 6. Number of people with improved livelihoods (disaggregated by number of women/men and vulnerable groups)
 7. Number of multi-stakeholder partnerships developed
 8. Amount of funds leveraged (actual project co-financing and secured future investments for scaling-up/replication)
- NDF may conduct site visits to monitor the implementation of the project and/or verify the outcomes and outputs. The project partners should provide access and local arrangement for NDF to enable the site visits.
- Any deviations from agreed outcomes or outputs have to be approved in advance by NDF.
- NDF may conduct post-evaluation of NCF projects. These evaluations will be fully financed by NDF. Project partners are encouraged to provide time and input to facilitate these evaluations.
- All projects need to be in compliance with NDF's Environmental and Social Policy and Guidelines⁵.

7.1 Post project follow-up

The development impacts of NCF projects are in many cases not fully visible until after a few years of completion. In order to assess the full impact of the NCF portfolio, NDF may, after 1-4 years, collect data from NCF grantees and project partners through a survey, or conduct an external

⁴ Girls and boys are defined as persons under the age of 18.

⁵ http://www.ndf.fi/sites/ndf.fi/files/attach/ndf_environmental_and_social_policy_and_guidelines_0.pdf



evaluation of selected projects. The post project follow-up will focus on NCF's key development impact indicators as well as the continued development of the project concept.

8 INTEGRITY AND ANTICORRUPTION

All projects financed by NDF need to adhere to NDF's Policy on Anticorruption and Integrity, https://www.ndf.fi/sites/default/files/attach/NDF_Policy_on_Anticorruption_and_Integrity_2012.pdf.

To report concerns or evidence that corruption, fraud, coercion, collusion or obstructive practice may have occurred or is occurring, contact NDF: Nordic Development Fund, P.O Box 185, 00170 Helsinki, Finland, or email anticorruption@ndf.fi, or telephone: +358 10 618 002 (request to be connected to a member of the NDF Anticorruption Committee), or fax: +358 9 622 1491, or contact any NDF staff member. One can also report any misconduct using the web form available on NDF's website: <http://www.ndf.fi/report-suspected-misconduct>.

Any information provided will be treated as confidential and shared within NDF only on a strict need-to-know basis. Reports may be made anonymously. However, as anonymous reports are difficult to investigate, anyone making an allegation is encouraged to provide some means that will allow NDF's Anticorruption Committee to communicate with him or her.

9 OUTREACH

Sharing results and lessons learnt is an important feature of NCF. Therefore, project partners should inform NDF about information material developed during the implementation of the project and articles, blogs or videos that mention or discuss the project.

Project partners can also contact NDF to explore the possibility of jointly developing articles or publications, or arranging outreach activities/events that aim to disseminate results and lessons learnt.

9.1 Guidance on use of NCF logo

The NCF logo should be visible on all reports, information material (leaflets, brochures etc) and other documents developed by the project. The logo is available in different formats which are optimal for either print or digital uses. Projects should request the logo from NDF when needed. Based on the purpose of the use, the logo will be sent in the most suitable format.

When presenting NCF in publications, the following description should be used:

The Nordic Climate Facility (NCF) is a challenge fund that finances innovative climate change projects. NCF financing is allocated on a competitive basis with calls for proposals arranged annually. NCF is financed by the Nordic Development Fund (NDF), an international development and climate finance institution established by the Nordic countries.

Annex 1 Individual timesheet example

Name of staff: Ann Example

Name of supervisor: Ann Other Example

Organization: The Imaginary Solar Energy Company

Type of partner: Local

Milestone 1					
2017					
Day	April	May	June	July	August
1	WE	NH	6	WE	8
2	WE	4	6	WE	4
3	4	4	WE	4	4
4	4	4	WE	4	4
5			8	6	WE
6	4	WE	8	6	WE
7	4	WE	8	6	5,5
8	WE	5	8	WE	4
9	WE	5	8	WE	4
10		8	WE	8	4
11	8	8	WE	8	8
12	8	8	V	8	WE
13	8	WE	V	4	WE
14		WE	V	4	8
15	WE	4	V	WE	8
16	WE	4	V	WE	S
17	3	8	WE	8	S
18	3	8	WE	8	4
19	8	8	V	8	WE
20	8	WE	V	8	WE
21	8	WE	V	4	8
22	WE	8	4	WE	8
23	WE	8	4	WE	8
24	8	8	WE	6	8
25	8	NH	WE	6	8
26	8	8	8	6	WE
27	8	WE	8	8	WE
28	8	WE	8	8	OAA
29	WE	6	8	WE	6
30	WE	6	8	WE	8
31		6		8	8
Hours/month	110,0	128,0	100,0	136,0	127,5
Worked days/month	13,8	16,0	12,5	17,0	15,9

Explanation of colors/symbols:

WE	Weekends
V	Vacation
S	Sick leave
NH	National holiday
OAA	Other authorized absence
	Project-related travel
	Not a calendar day

Ann Example

Staff member's signature

Date: 20.02.2020

Ann Other Example

Supervisor's signature

Date: 20.02.2020



Annex 2 Guidance on reporting on NCF's core indicators

Number of beneficiaries reached

This indicator seeks to measure the number of people who have received support from the project as a proxy for increasing adaptive capacity to respond to the impact of climate change or increasing the wellbeing of people.

‘Support’ is defined as direct assistance from the project in question, with the explicit intention of helping people deal with climate change impacts or in general bringing in development benefits. It could include, for example, financial resources, assets, agricultural inputs, training, employment, communications (e.g. early warning systems) or information (e.g. weather forecasting).

‘People’ should relate to individuals or households identified by the project in question with a direct relationship to it. Therefore, beneficiaries are the *direct beneficiaries* that can be identified by the project as receiving direct support, can be counted individually and are aware they are receiving support in some sort.

The indicator is expressed in absolute numbers of beneficiaries and should preferably be disaggregated at least by gender. Data should be expressed as number of people. A standard multiplier for household size based on the most recent national census or nationally representative household survey or project specific data source should be used to convert number of households to number of people.

The baseline value is set at 0.

This number is at the highest level of NCF indicator hierarchy regarding numbers of people. This means that the number of people with increased resilience to climate change is included in this number. However, the number of beneficiaries can be higher than the number of people with increased resilience as it may include people who have been supported in terms of other development benefits, as well. See Figure 1 at the end of this document for a visual presentation of the indicator hierarchy.

Number of people with increased resilience to climate change

This indicator seeks to measure the number of people who have increased their resilience to climate change as they have received support from the project.

‘Support’ is defined as direct assistance from the project in question, with the explicit intention of helping people deal with climate change impacts. It could include, for example, financial resources, assets, agricultural inputs, training, employment, communications (e.g. early warning systems) or information (e.g. weather forecasting).

‘People’ relates to individuals or households identified by the project in question with a direct relationship to it.

‘Increased resilience to climate change’ relates to the increased capacity of persons to: (1) absorb stresses and maintain function in the face of external stresses imposed upon them by climate change and (2) adapt, reorganize, and evolve, leaving them better prepared for future climate change impacts.



The indicator is expressed in absolute numbers of people and should preferably be disaggregated at least by gender. A standard multiplier for household size based on the most recent national census or nationally representative household survey or project specific data source should be used to convert number of households to number of people.

The baseline value is set at 0.

This number is at the second highest level of NCF indicator hierarchy regarding numbers of people. This means that the number of people with improved livelihoods is included in this number. However, the number of people with increased resilience can be higher than the number of people with increased livelihoods as it may include other elements that build climate change resilience than livelihoods, such as number of people with early warning systems. See Figure 1 at the end of this document for a visual presentation of the indicator hierarchy.

Number of people with improved livelihoods

This indicator seeks to measure the number of people with improved livelihoods attributed by the project.

‘People’ relates to individuals identified by the project in question with a direct relationship to it.

‘Improved livelihoods’ relates to providing more or more stable income or subsistence. This can include a farmer who has been able to generate more profit by getting a price premium from climate friendly coffee or to generate more stable income or subsistence through the year by planting fruit trees with the support of the project.

The indicator is expressed in absolute numbers of people. The number should preferably be disaggregated at least by gender.

The baseline value is set at 0.

This number is at the third highest level of NCF indicator hierarchy regarding numbers of people. This means that the number of people with new decent jobs is included in the number of people with improved livelihoods. However, people with improved livelihoods can include more than the number of people with new decent jobs. However, the number of people with improved livelihoods can be higher than the number of people with new decent jobs as it may include other elements that improve livelihoods, such as farmers that have increased their yields or incomes through the support of the project. See Figure 1 at the end of this document for a visual presentation of the indicator hierarchy.

New decent jobs created

This indicator seeks to measure the number of decent jobs created, i.e. the number of people who have obtained new decent jobs as a direct consequence of the project.

‘New’ should relate to jobs that have been created as a direct consequence of this project.

‘Decent job’ involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

This indicator does not relate to the project staff working for the implementation of this project and are included in the project budget or consultants who are providing their services for the project.

The indicator is expressed in absolute numbers of jobs. The total number should be disaggregated by the type of job: full-time, part-time, seasonal. Although this indicator technically calculates the number of jobs (as opposed to number of people), the disaggregated numbers should preferably be further disaggregated at least by gender of the person holding the job.

The baseline value is set at 0.

This number is at the lowest level of NCF indicator hierarchy regarding numbers of people. This means that the new decent jobs created is included in the number of people with increased livelihoods. See Figure 1 below for a visual presentation of the indicator hierarchy.

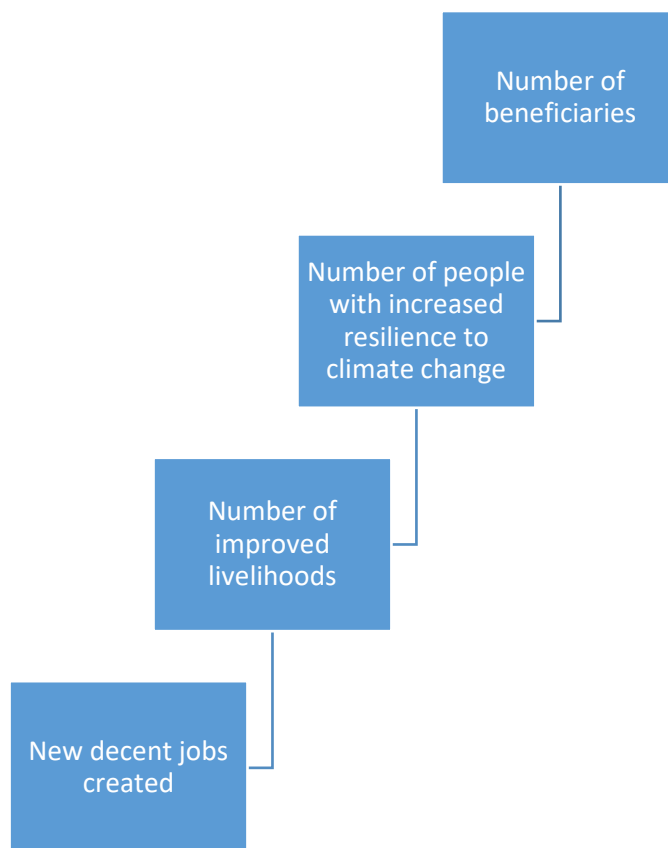


Figure 1: Visual representation of hierarchy of NCF-indicators