ANNEX 2: RESULTS-BASED MANAGEMENT FOR THE EEA CIVIL SOCIETY FUND

All programmes and funds supported by the EEA and Norway Grants shall follow the principles of results-based management.

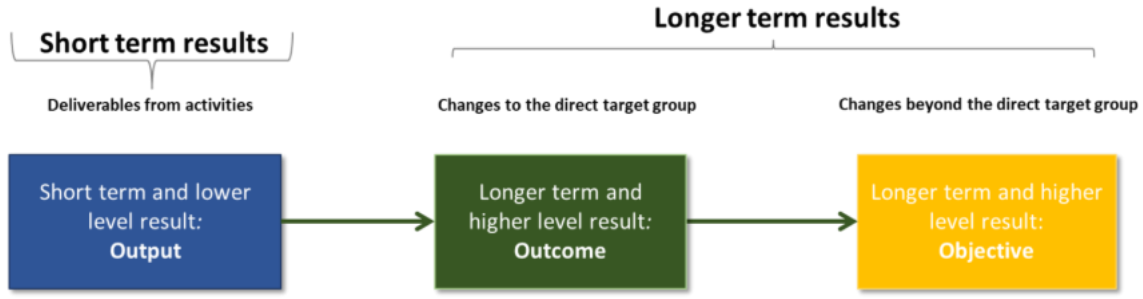
In results-based management, focus is first and foremost on the overall results to be achieved. For the EEA Civil Society Fund, this means focus is on the overall objective. The overall objective is, "A vibrant and resilient civil society protecting and promoting democracy, the rule of law and human rights".

The next step in results-based management is to set a strategy for how to best achieve this overall objective. Results-based management offers a set of tools to do this including result chains, result frameworks, monitoring, and evaluation. We also manage risks for the achievement of results.

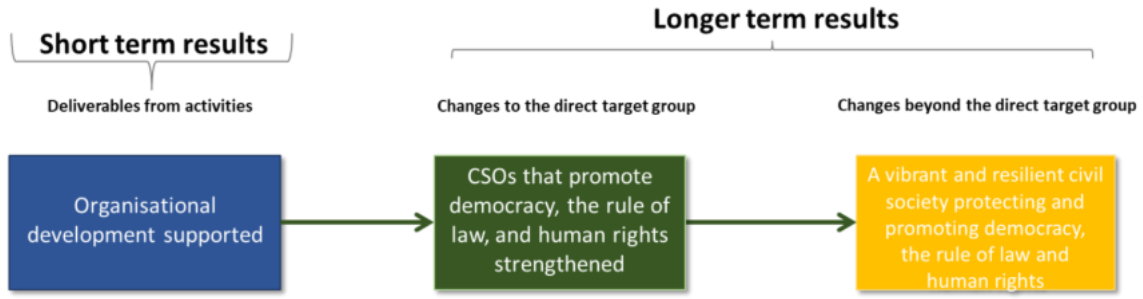
Overall about results in the EEA Civil Society Fund

A result chain includes lower-level results that are called outputs, medium level results that are called outcomes, and finally the highest-level result that is the objective.

The result chain can be presented in a figure as follows:

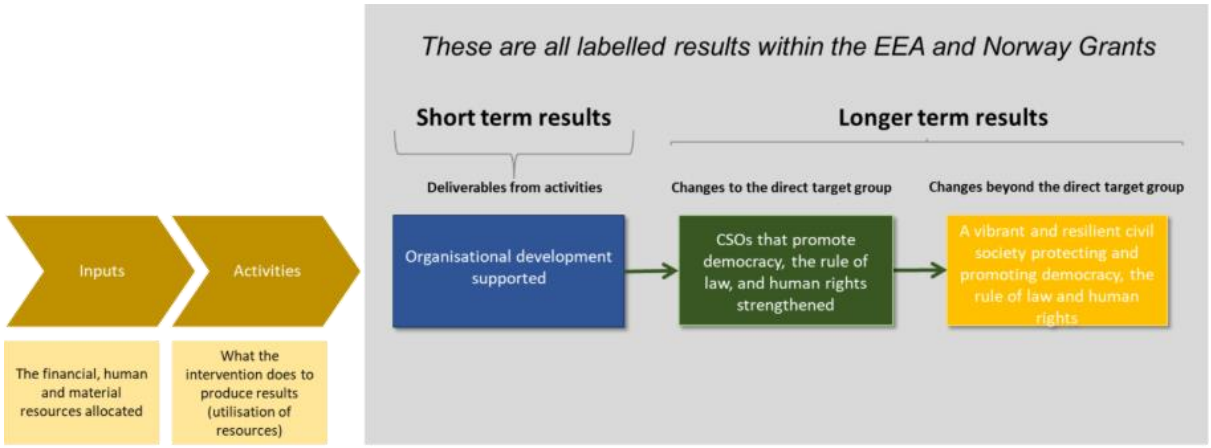


Here is one of the result chains for the EEA Civil Society Fund:

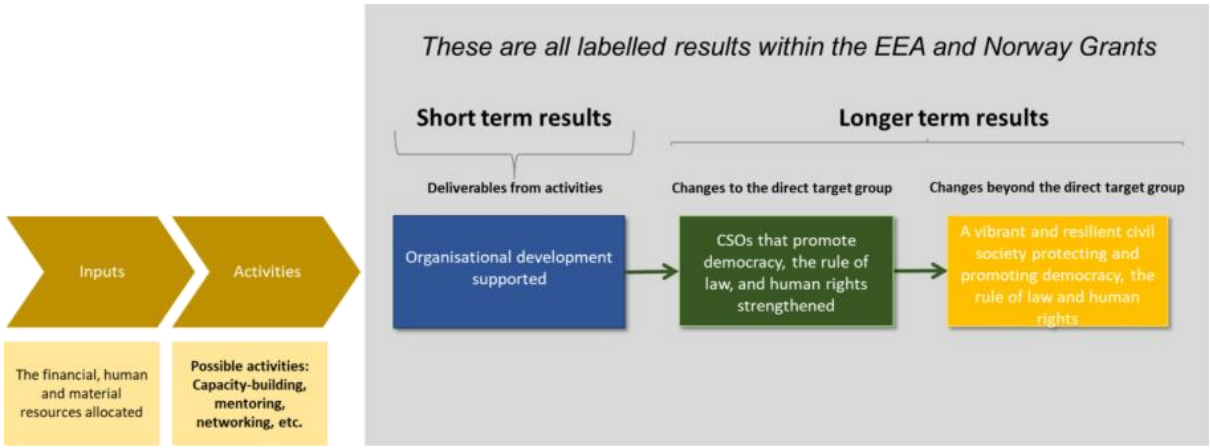


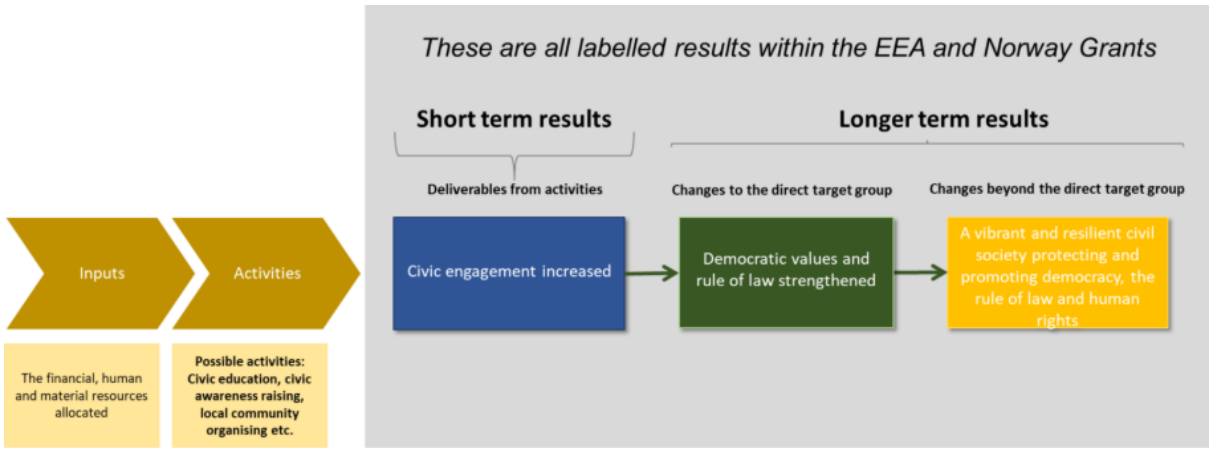
To achieve the outputs, it is necessary to implement activities using the available resources which can be called inputs.

Together with the activities and inputs, the result chain can be presented in a figure as follows:



The two figures below provide general examples of some activities that may be identified to achieve two of the outputs and outcomes in the EEA Civil Society Fund.

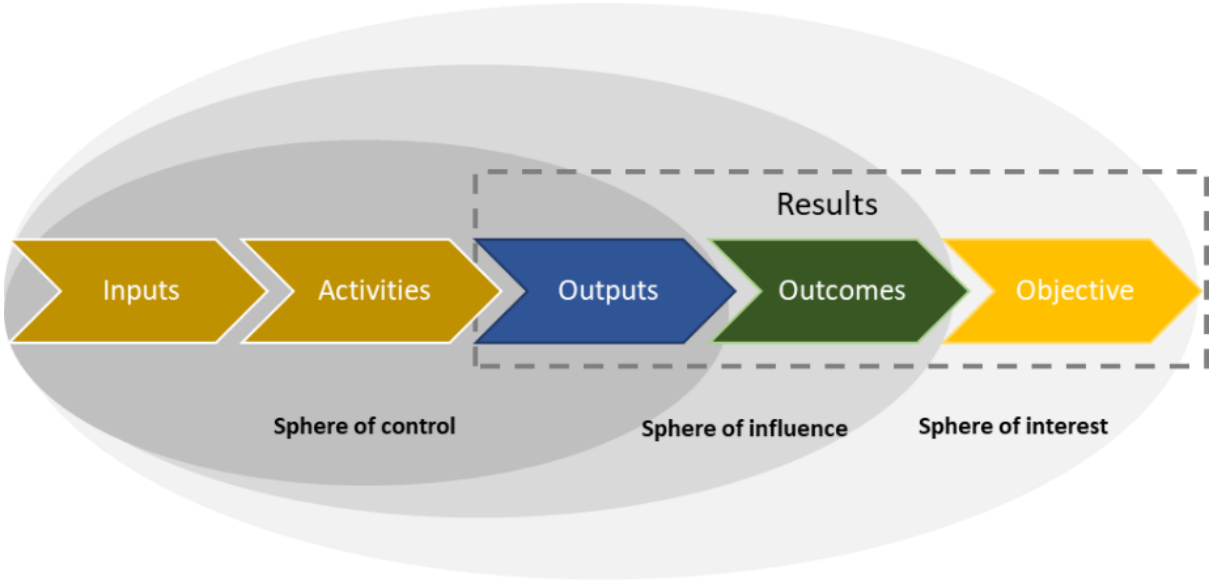




There are assumptions for how one level in the result chain connects to the next. For example, it is an assumption that if CSOs are supported to develop their organisations, then they will be stronger as CSOs. For each assumption it is useful to either provide evidence or plan for evidence through for example an evaluation. For this particular assumption on supporting organisational development, the FMO commissioned an external assessment of organisational grants in 2023 which is available on the EEA and Norway Grants website.

The higher up in the result chain, the less control stakeholders have on the achievement of the desired result. The evidence for how the previous level of the result chain contributes to this higher level of the result chain might also be more ambiguous.

Together with the inputs and activities, the different levels of control along the result chain can be presented in a figure as follows:



Key elements for project result-based management in the EEA Civil Society Fund

The EEA Civil Society Fund follows the Programme model. This means that the desired results at both the outcome and output levels will be derived from projects. As the Civil Society Results Framework specifies what is eligible for support, this means that all projects that would be eligible for support have to contribute to the results expected as per the result framework.

Every project must be situated only under one of the three outcomes (not multiple outcomes). Within the same outcome, projects may contribute to one output or more outputs. In addition to contributing to one single outcome, all projects that include bilateral cooperation must also report on bilateral results.

Each project within the programme can also have its own specific results chains. Applicants are encouraged to check alignment between their project specific results chains with the overall programme results chains. This can help preclude challenges in the implementation and reporting of the projects. However, applicants are not required to develop or work with project specific results chains.

Progress against the EEA Civil Society Fund programme results framework will be measured with the use of indicators. The indicators, including their unit of measurement, data sources of verification, baselines and targets, will be agreed in the project contract.

During implementation, the agreed indicators become a reporting tool. Project Promoters will be responsible for collecting and analysing data to report on the indicators and with narrative against the selected output(s) and outcome.

To ensure accountability and learning, applicants may plan for an evaluation either during or after project implementation.