

**Decision memo on grant**

###### Information about initiative

**Overall information about the initiative**

**Initiative number Name of initative Modality**

300010106 Upper Fulladou women for change

**Swedish organisation** Swedish

asssociation for economical liberation in the Gambia

**Start date**

01/01/2023

**Requested grant**

924,000

**Local organisation(s)** Sololo Tabokoto

Kankiling Kafoo

**End date**

31/12/2025

**Approved grant**

900,828

**Countries / Regions** Gambia

**Final report date**

15/05/2026

**Currency**

SEK

**Summary**

The evaluations of one year of project collaboration (2021) show that the organization needs to stick to the project's goal formulation over the next three years (2023 – 2025) as change management requires longer time to become sustainable. The partners are therefore applying for a new three-year project, as follow-up of the reported project that finished on the 31 of March 2022. This initiative will be implemented in The Gambia, in the Upper Fulladou District.

This initiative aims to ensure that “The targeted women rights-holders are well-informed on how to influence and participate in public decision-making processes at local level. Through increased knowledge and application of the same, the women rights-holders have developed strategies and tactics to reach their goals”.

The first sub-goal is to “Develop Networks for Women's Groups in more villages throughout the district, where Sololo Tabokoto Kankilling Kafoo will be the engine due to its new experiences and new knowledge to share with other women groups in the district”. This would be achieved through:

-Acquiring knowledge of networking

-Network communication tools – identifying a suitable platform that works in the Gambia and for several different languages and learn to master the technology, which has to be simple to be accessible for as many as possible

-Mobilizing for upcoming local and regional elections according to the organization's activity plan

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and spread knowledge about its important issues (poverty eradication, representation, and local democracy) - mainly through the dissemination of the study circle as a method, to more women groups in the whole district

The second sub-goal is “Methodology development”. This would be achieved through:

-Continuing to develop the study circle as a method for knowledge seeking and problem-solving

-Developing methods of planning and for strategically and tactically to reaching goals

-Making their own study plans and materials for study circles on their new issues

-Training circle leader trainers and developing supervisor material

The third sub-goal is “Organizational development”. This would be achieved through:

-Strengthening the Sololo Tabokoto Kankilling Kafoo's board’s and members´ capacity in democratic organization, administration and finances

-Strengthening the organization's project management capacity: management, administration and finance

The following points describe the monitoring and evaluation approach:

* Self-evaluations will be arranged in all study circles; self-evaluations or evaluation questions to all participants in seminars, workshops, and other educations or activities will be used, documented, and reported to the project leading groups each month
* The two project leading groups will have follow-up meetings towards operational plan and detailed budget, together every month
* The project leading groups will follow up goals and budget lines every quarter of the year and report to the two boards every quarter of the year; if there are deviations from plan and budget or risks or any problems when checking plans and programs, the two boards will be notified and a meeting between the boards will be arranged, to be able to act if needed
* The two project leading groups and the two boards will have a final evaluation meeting once every year to discuss and agree on if changes shall be made in the future or budgets and if ForumCiv must be consulted first
* Forms for follow up and evaluations of activities and goals will be agreed upon at the starting week of each year’s project

**Target groups**

**Primary target groups Secondary target groups**

Adults

Rural population

People in org./networks

Target group size women: 1560 Target group size men: 100 Target group size total: 1660

Rural population

People in org./networks Adults

Target group size women: 10000 Target group size men: 1000 Target group size total: 11000

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###### Goals

ForumCiv finds that the initiative aims to contribute to the SPP result model in the following:

**Goals**

**Profile markers**

**Eligibility**

Compliance in current and previous initiatives:

There are no current matters with non-compliance. There was however one case in the past where the Swedish organisation changed its partner organisation during a pre-study. This was later discussed and addressed, leading to the final report being approved. The main topic of discussion was the extent to which the new local partner owned the focus and outcome of the pre-study, given that it was designed by another organisation. Through the discussion, the Swedish organisation demonstrated that this was indeed the case.

Democratic structure and number of members/active members:

The Swedish organisation is assessed to have a democratic structure of governance. At the time of the eligibility assessment, there were 46 members, 7 of which participated in the latest annual meeting and discharged the board. Although it is a low turnout, it is not necessarily a cause for concern for ForumCiv. ForumCiv and the Swedish organisation can instead follow up on this area in future discussions, in the interest of strengthening democratic governance and internal control.

Rights-based perspective:

ForumCiv has assessed the level of alignment between how partnerships are portrayed by the Swedish organisation in external communication and how they are described in applications to ForumCiv, and the extent to which external communication is rights-based. After having looked at the organisation’s website and Facebook page, no discrepancy has been found; in the places in which the partnership or rights holders are mentioned, they are presented as active gents of change.

Quality of consolidated annual report and financial activities:

As per requirements, the Swedish organisation has submitted a consolidated annual report. In the first version submitted to ForumCiv, the income statement did not originally include the grant that was received from ForumCiv in 2021 (of 264 000 SEK), but that has now been rectified. In addition to this, the organisation’s financial turnover was assessed as being low and was therefore informed by ForumCiv that the application budget should be 300 000 SEK per year; this amount was assessed by ForumCiv to be appropriate considering the size of previous grants, financial turnover, and the need for the organisation to also build on its previous work with its partner organisation.

Activities/outreach in Sweden:

ForumCiv has concluded the eligibility assessment with attempting to establish the extent to which the Swedish organisation is active and viable in Sweden, outside its international work and the grant provided by ForumCiv. ForumCiv’s assessment was that the organisation has limited activity outside the development work funded by ForumCiv; this activity is a study circle for participants to gain an increased knowledge, interest, and understanding of The Gambia’s development, with emphasis on women’s role and opportunities to affect societal change. Limited activity presents a challenge and risk in several ways – one being that the functioning of the organisation might be very dependent on ForumCiv.

**Relevance**

This initiative is assessed to be highly relevant to the context and falls within ForumCiv’s theory of change. The project goals and the types of activities planned focus mainly on awareness— raising and mobilisation of rights holders, with an ambition that this will eventually lead to them advocating for change and being politically active members of society.

The goal of this three-year initiative is the following:

“The targeted women rights-holders are well-informed on how to influence and participate in public decision-making processes at local level. Through increased knowledge and application of the same, the women rights-holders have developed strategies and tactics to reach their goals and developed a network to achieve society changes.”

This would be achieved through the following activities, which are assessed by ForumCiv as also laying the foundation for more advocacy-based activities by rights holders:

-Engage the Village Development Committees, Village Head, and Counsellor, to influence the policy and criteria of selecting members, with the aim of making it an elective position which is open to women as well.

-Ensure that the councillor elections have women candidates in all four wards.

-Work towards the 2027 National Election and put forth a woman candidate for the Upper Fouladou constituency, and beyond if possible.

The target group is women groups in 100 villages in Upper Fouladou constituency; the partners plan to actively involve at least 1660 individuals - of which 100 are men (8 from Bansang and 92 from other villages).

This initiative builds on the lessons learned from the previous one, which ended in March 2022; that initiative was planned and evaluated with a high level of participation by rights holders.

During the evaluation phase, a meeting was held during which lessons learned were discussed, among other topics. Of the over 100 that attended, some had not been part of the project but were impressed by the level of empowerment of the women that had taken part, and therefore wanted to be part of the next phase of the initiative. Considering the participative planning of the pre-study, and the planning and evaluation of the first initiative, ForumCiv assesses that there has been an active and meaningful participation of rights holders throughout the programme driven by the local partner.

This initiative is assessed by ForumCiv as also strengthening the civil society, through supporting the women’s movement in the Upper Fouladou District and by strengthening the capacity of the local partner.

Among other measures, the local women’s movement is supported through gaining access to study circles, which provide them with literacy training, information about their rights, and a platform for working together for change. This is complemented by targeting forums, such as the Village Development Committees and key elections, to increase women’s representation and access to decision-making.

The local partner organisation plans to in this initiative also strengthen its own capacity, with the support of the Swedish organisation, within administration and financial management (with the help of a FACT analysis), project management, leadership, and networking – all of which will benefit its operations and hopefully also increase its possibilities for expanding its funding source

and partnerships.

The application demonstrates a good understanding of relevant duty bearers and decision-making spaces in which women can both influence and become a part of - in line with the goal of this initiative. Examples of this are the Village Development Committee, and the Counsellor and national elections. The Village Development Committee facilitates and coordinates community development, with a direct link to authorities. Other duty bearers that the partners plan to involve are the Ward, district, regional, and parliamentary authorities.

This initiative and partnership are assessed as clearly being in line with two of the local partner’s three long-term goals, which is “to establish civic education to help know our civic rights and responsibilities” and “to establish adult civic education to help illiteracy among women”; the main focus of this partnership is on civic education and change.

This initiative stems from a pre-study and a one-year initiative, implemented by the local partner, in partnership with the Swedish organisation. Questions of local ownership were assessed during the application process of the two above-mentioned initiatives. Considering that this project is a natural continuation of the one-year project, this initiative is likely to benefit from local ownership by all parties.

Each organisation has a project management group, which works very closely together and reports to the respective boards when necessary. The board together takes decisions on matter such as deviations and risks. Based on the description in the application, the two organisations together take decisions. However, it was unclear to ForumCiv what role and responsibilities the local partner will have in practice. This is partly because all the details have not yet been finalised by the partners, and because the Swedish organisation has stated that it will take greater responsibility whilst the local partner strengthens its capacity.

ForumCiv has discussed this with the partners during the application process. In summary, the partners have stated that they plan to meet in the fall 2022 to dive deeper into organisation assessments, fine-tune the division of roles and responsibility, and establish an internal communication plan, and have assured that their aim is to increase the responsibility of the local partner after the first year. During the first year, there will be a particular focus on planning a study circle and establishing a study circle action plan, in addition to feeling comfortable with the method and strengthening administration.

This initiative focuses on changing gender power relations to a high degree by supporting women’s awareness-raising and mobilisation for their participation in decision-making processes, whilst also recognising the importance of involving men in this work. The analysis of the current situation includes a detailed description of the problem, its effect, and likely root causes, which all are crucial for setting a relevant operation plan.

The risk analysis shows an awareness of the possibility that men feel threatened by this initiative, but does not describe how this will be approached. This was also raised previously by ForumCiv in the assessment for the partners’ recently concluded project. This question has therefore been raised in the dialogue meeting during the application. In summary, the local partner is framing the discussions about equality and equity as a joint venture or partnership between women and men, that is beneficial for society at large. Men are also included in the study circles and the local partner’s own board. Having men onboard in key spaces signals to others that it is not only women’s issues, and that it is also an opportunity to form allies among men who can teach other men about the issues at hand. In addition to this, men are given material that can be used to discuss women’s rights among themselves, and health and police officials are invited into the

communities to talk about prevention of violence against women and girls. This combined approach is assessed as being satisfactory for addressing the risk.

The application does not include an analysis of environmental and climate change justice. This is however a relevant topic for communities living in The Gambia – particularly rural communities. The partners are encouraged to look into this going forward. During a dialogue meeting that was held in the application assessment process, the partners explained that there already is a deep awareness of environmental and climate change issues and an interest to weave this thematic area into future poverty reduction work. Examples of environmental issues include abnormal rainfall patterns (which heavily affects agriculture), limited access to drinking water sources, and unreliable electricity sources.

The application does not include an analysis of conflict, but there is a conflict sensitive approach in working with gender equality and equity. In the future, it may be relevant to include a broader analysis of conflict dynamics (regional or national level) because of social tensions existing in the country.

**Organisation assessment**

The partners were aiming to complete an organisational assessment of the local partner at the end of the ForumCiv -funded project implemented in 2021, but were unable to do so because of a poor internet connection. They instead wish to do this assessment in 2022/2023 and focus on democratic governance and project management skills. In addition to this, going forward, the partners plan on updating the organisational assessment in connection to their annual meeting and yearly evaluation.

Based on the descriptions from this application and the previous communication, ForumCiv understands the local partner to be a dynamic women’s rights organisation, who is in the process of strengthening its capacity in project management and organisation development. This is the underlying reason for the Swedish organisation assuming more responsibility in the initial stages.

ForumCiv assesses that the partners have good preconditions for ensuring an adequate level of programmatic, administrative, and financial capacity to manage the funds transparently, considering their collaborative partnership approach and planned capacity development initiatives. For this to be sustainable and contribute to an equitable partnership, it is important that the partners establish a clear division of roles and responsibility, and plan for increasing the responsibility taken by the local partner, over time. This topic can be relevant for discussions during the annual reporting process.

ForumCiv finds that the application has explained in general terms the monitoring, evaluation, and reporting system of the Swedish organisation and the local organisation. This is partly due to the partners not having established all the details, as the application states that more will be decided on in the beginning of the project.

In summary:

* Self-evaluations will be arranged in all study circles. Self-evaluations or evaluation questions to all participants in seminars, workshops, and other educations or activities will be used, documented, and reported to the project leading groups each month.
* The two project leading groups will have follow-up meetings towards operational plan and detailed budget, together every month.
* The project leading groups will follow up goals and budget lines every quarter of the year and report to the two boards every quarter of the year. If there are deviations from plan and budget or risks or any problems when checking plans and programs, the two boards will be notified and a meeting between the boards will be arranged, to be able to act if needed.
* The two project leading groups and the two boards will have a final evaluation meeting once every year to discuss and agree on if changes shall be made in the future or budgets and if ForumCiv must be consulted first.
* Forms for follow up and evaluations of activities and goals will be agreed upon at the starting week of each year’s project.

ForumCiv finds it slightly unclear if the monitoring and reporting system that is described is the Swedish organisation’s own monitoring system, or if it has been jointly developed for this partnership. Nonetheless, the most important factor at present date is that there is a basic framework for monitoring, evaluating, and reporting which can be used for this initiative, and which can develop with time – in addition to having a regular forum for assessing and acting on risks.

ForumCiv has not received any steering documents addressing the management of funding, internal control of operations, financial management, roles and responsibilities, and whistleblowing mechanisms; information pertaining to these are found in the application.

In summary, the application describes the following in terms of division of roles:

* The project team or project leading group is responsible for performing according to the agreed plan and budget, and policies; ensuring that leaders of different kinds get the information and education they need; documenting activities and bookkeeping; following up on plans, budget, and policies, according to the follow-up and evaluation plan; and for reporting deviations and problems to the board.
* The board is responsible for jointly deciding on deviations and contacting ForumCiv when necessary; assigning authorised signatories; the bank accounts and the cash register; and is responsible for the project and making quarterly follow-ups.

The partners appear to have a good working relationship between the board and project management staff. Considering the size of the two organisations, it is understandable that their respective boards have a more active role and take up the role of ‘management’, which otherwise tends to be a separate entity in larger organisations.

A yearly account reconciliation is done, during which an internal audit report is produced by an internal auditor. The initial documentation submitted to ForumCiv, for the year 2021, was missing the financial statement – although this was mentioned in the activity report for 2021. As such information should be in the statement, including for the sake of transparency towards members and internal control, ForumCiv has received an updated statement that includes all necessary information from that year.

In a dialogue meeting, the partners have explained their approach to tracking and managing exchange rate fluctuations. In short, the partners keep track of exchange rates monthly, and each time a transfer is made. The local partner has an expected sum, based on the budget in the local currency, and compares this to the amount that is received, in addition to looking at the exchange rate that day. By doing this, they can keep track of how much more or less money they receive, in relation to their budget. Because the Swedish organisation has limited funds, they do not have the capacity to cover any exchange rate losses with their own capital. However, the partners try to prepare for the possibility of losses, by minimising the costs for large meetings and making overall cost-effectiveness assessments, to be able to continue to reach as many rights holders as possible with limited funds.

The whistleblowing function is described, in general terms, in the application. The partners plan to appoint one person each that is outside the project management team; this would most likely be the respective internal auditors. These two individuals’ identity and contact information would be shared at the start of the project and on the official webpage for this initiative. Depending on how far the partners have come in the structuring of this whistleblowing function, they are recommended by ForumCiv to continuing to work on this function during the implementation phase, and to notify participants, the local partner, and other relevant actors that ForumCiv’s whistleblowing function and Sida’s whistleblowing function are also available.

The local organisation is assessed by ForumCiv as being democratically run, through annual member meetings. A copy of the latest annual meeting protocol has been submitted along with this application.

This initiative is a combination of capacity development measures and programmatic activities. The local organisation has limited experience with implementing rights-based projects and general project management, and will therefore work with the Swedish organisation on these areas.

The Swedish organisation in turn, is assessed by ForumCiv to have solid knowledge about rights- based work and mobilisation through study circles, and more experience within project management, and administrative and financial management.

This means that the Swedish organisation will take more responsibility for administration and methodology application in this initiative, but with the intention to transition these responsibilities over to the local organisation.

ForumCiv finds it very positive that the partners are working together to strengthen organisational capacity, over time. However, there are some risks tied to the administrative and financial capacity of both organisations; although the Swedish organisation is more experienced with these matters, the organisation itself has areas that could be strengthened, which includes documenting routines for various internal control and administrative and financial management and ensuring that all income (including grants from ForumCiv) is presented in the annual financial statements for the organisation.

For this reason, this first MPF agreement with ForumCiv will have medium flexibility. Flexibility will mainly pertain to the operational plan and the budget in the agreement.

**Implementation strategy**

The initiative is grounded in relevant and detailed problem analysis, which focuses on gender inequality, its root causes, effects, and consequences. The goals of the initiatives are clear, and the partner’s theory of change (or types of activities) are assessed as being appropriate for achieving these goals; the chosen types of activities include educating future study circle leaders, holding information meetings for rights holders, addressing the preconditions for women being able to form larger networks, supporting the formation of a network, using the study circles are a platform for mobilising women to jointly address development issues in their communities, developing user-friendly study material, and assessing organisation capacity and providing relevant capacity development. The application also includes a short summary of the discussion topics in the study circles, which ForumCiv assesses as being highly rights-based and thereby connected to ForumCiv’s theory of change.

The monitoring, evaluation and reporting systems are not yet fully developed, as these will be worked on in the beginning of the initiative. What has been described in this application is assessed by SPP as being sufficient for this stage; this can be one of several areas to follow-up on during the annual reporting process to ForumCiv.

Lessons learned from the monitoring of this future initiative and lessons learned from the previous initiative (which was mainly implemented in 2021) serve as input to improvements and adjustments. The final report submitted for the project in 2021 (and the first few months of 2022) shows that the partners do document and use their lessons learned and have used that experience to inform this follow-up initiative. ForumCiv can facilitate the possibilities for quickly incorporating lessons learned and making adaptations long the way by having the agreement with ForumCiv be on a sub-goal level (as opposed to an activity level).

The application includes a detailed budget for year 1, which is in line with the application instructions.

ForumCiv finds that there is a logical connection between the budget and the operational plan; most of the activities to reach the goals are focused on bringing people together – whether it is for a network, workshop, training, or evaluation. Naturally, most of the budget costs are associated with fuel, communication, renting halls, chairs, consumables (food and beverages), transport, translations, and remuneration for facilitators.

ForumCiv has looked at the following elements of the budget more carefully:

* Sub-goal 3: A few costs that are for the Swedish organisation are found in this budget line; these are for housing, consumables, and airport fees in The Gambia. ForumCiv asked the Swedish organisation to ensure that there is no double financing within this budget line and the budget line for their travels, and this was confirmed. The Swedish organisation has also been required to reduce their total costs to ensure that they stay within the 25% limit for costs in Sweden.
* Sub-goal 3: The fees for consultants or experts; more specifically, the division of responsibility between the Swedish organisation and the consultants, in regard to capacity development. The Swedish organisation has explained that consultants might provide support with IT-related matters, digital networking, administrative management, and support with community facilitation in different languages.
* Operational costs: Costs for a second-hand car, a router, an air conditioner, a computer, 50 chairs, a solar panel, and a printer. The partners have provided a sufficient motivation for these purchases and should consult ForumCiv’s General Conditions for requirements for handing over equipment to a local partner.
* Administration Gambia: The salaries for the local partners’ staff; the local auditor for the past project pointed out that the salaries were low. The partners have explained that they aim to invest more in salaries and ensuring full time positions, in the future, but that they have for now chosen to prioritise activities with rights holders. The individuals working within the local partner are volunteers and part-time employees.

ForumCiv ‘s closer assessment of the budget is based on the detailed budget that was submitted for year 1. In addition to this, ForumCiv has requested more information about local partner’s costs for administration and staff costs, for year 2 and 3. In summary, the reasoning for this increase is that the local partner needs to bring more trainers and other types of expertise on- board, as they continue with their activities; they are all under the leadership of the local partner’s project management team. Finally, ForumCiv has also inquired about the local partner’s equipment purchases for year 2 and year 3. The initial detailed budget showed the purchases for year 1. In summary, year 2 will cover a computer, 5 phones, and a water dispenser. Year 3 will cover a computer and 5 phones. Costs for car maintenance are distributed among these two. All equipment will be owned and tracked by the local partner, but temporarily distributed to individuals with assignments such as trainers or study circle leaders.

The final agreement budget will reflect a combination of the budget requirements found in the Procedures Manual, together with the assessment of this application and the way in which the partners have chosen to structure their joint budget. For this application, ForumCiv has assessed the partners’ budget should be structured according to the following:

* One budget line for each of the three sub-goals
* One budget line for the local partner’s staff costs + administration
* One budget line for the one-time equipment purchases for the local partner
* One budget line for the local partner’s audit
* One budget line for the Swedish organisation’s audit
* One budget line for the Swedish organisation’s follow-up trip
* One budget line for the Swedish organisation’s administrative grant The Swedish organisation does not have salaries.

Dividing the agreement budget in this way allows ForumCiv and auditors to follow up on key costs such as salary, administration, large purchases, and audits, while also giving flexibility for the partners to make certain budget adjustments among activities, without needing to refer to ForumCiv.

ForumCiv has slightly adjusted the own contribution and the administration grant to ensure they are the respective 5 and 8%. For year 2 and 3, the granted amount is slightly over 300 000 SEK, with 618 SEK, which can be permitted.

Overall, there are more costs for year 2 and 3 than year one for activities, which is in line with the operational plan that shows an increase in ambition and number of communities included in the activities; in the agreement budget, this is shown as an increase in the sub-goal budget lines.

Risks are formally reviewed every quarter with the respective boards. Although it is most likely the case, ForumCiv recommends the project management groups to review the risk analysis more often, in between these meetings. The provided risk analysis includes positive and constructive measures for managing risks; examples of this includes spreading responsibility among project management team members so that several can take over if the leader gets ill or must be absent, preparing staff members for possible situations where they receive external pressure for engaging in corruption, and using mobile phones to bridge the gaps of access to communication channels.

Overall, the risk analysis is encompassing and assessed as being appropriate for this initiative. The two risks that ForumCiv has followed up on with the partners are: the risks of backlash against challenging the status quo with women’s rights and the risk of staff leaving the local partner organisation for better paid jobs. ForumCiv finds that the partners have provided satisfactory answers for both.

Environmental impact has been considered in this initiative to some degree; mobile phones are used as one of the primary communication channels (to reduce unnecessary in-person meetings in large groups) and using audio files are used for some of the study circle material.

In conclusion, ForumCiv assesses that the problem analysis is clearly linked to the chosen goals, and that the activities and the budget are appropriate for the goal; specific budget items have been followed up on. There is a simple structure in place for monitoring and evaluation, which will be further developed in the beginning of the project, and followed up on in annual reporting to ForumCiv. The partners are assessed as having good preconditions for adaptability and have written a sold risk analysis and risk management measures – except for two areas which needed to be developed. The environmental aspect of this initiative is limited and can be discussed further within the partnership and with ForumCiv, going forward.

**Effective partnership**

The partners, who are relatively new to each other, are assessed as having good preconditions for having an equitable approach, based on the working relationship described in the application; this consists of the two project management groups and the respective boards working closely together and taking joint decisions.

Because the local partner is new to project management, the Swedish organisation initially has a more active role in the management of the project. Based on the current situation, it is motivated, but it is important to establish a clear plan for how this will shift with time and what the end goal is for the roles and responsibilities.

Learning and capacity development is a major part of this initiative. The Swedish organisation has experience in the areas that the local partner wishes to strengthen, so there is an important role for the Swedish organisation is this partnership and initiative.

The local partner currently doesn’t have other donors but is working on a potential partnership with a non-profit network consisting of Gambians in Sweden, to build an interest-free revolving fund for women.

###### Decision



Granted

ForumCiv has made the decision to grant this application.

This decision is based on the application fulfilling the minimum requirements for Medium Partnership Funding.

To achieve a sustainable and equitable partnership, it is important that the partners establish a clear division of roles and responsibility, and plan for increasing the responsibility taken by the local partner, over time. This topic can be relevant for discussions between the partners and ForumCiv during the annual reporting process. ForumCiv is also interested in learning about how the partners work with establishing a monitoring and evaluation system, further into the initiative.

ForumCiv’s General Conditions should be consulted for information on requirements for handing over equipment to a local partner.

**Attachments for granted applications**

Budget

Operational plan