Danish-Arab
Partnership Programme

Fund for Academic Cooperation and Exchange between Denmark and the Arab World (FACE)

G R A N T   M A N A G E M E N T   M A N U A L

(Revised 08/01/16)

Contents

1. FACE PROGRAMME

1.1   Background

The Danish Arab Partnership Programme (DAPP) was established in 2003 as a central pillar of Danish Foreign Policy towards the Middle East and North Africa (MENA)-region. The programme is designed to address the complex dynamics of reform and democratisation as well as Danish-Arab relations through a double strategic objective: 1) To promote reform and democratisation processes in the MENA-region, and 2) To improve dialogue, understanding and cooperation between Denmark and the MENA region. The strategic objectives and principles of DAPP are outlined in the 'Danish Arab Partnership Programme 2013-2016 Strategic Framework Document (2013)'.

The FACE-programme is established as a DAPP engagement to support academic cooperation between Denmark and the MENA region. Under the FACE-programme, Danish academic institutions and legal entities can apply for funding for academic partnership projects. The FACE grant fund scheme supports academic cooperation between a Danish academic institution, as the lead partner, in partnership with one or more partners based in the MENA countries. Focus countries for FACE grants are the same as the DAPP focus countries: Jordan, Morocco, Yemen, Egypt, Libya, Syria and Tunisia.

The grant applications for research funds shall fall within the four thematic areas of DAPP support:

- Human Rights, Human Freedoms and Good Governance
- Women's Empowerment and Gender Equality
- Knowledge-based Societies
- Economic Growth and Job Creation

1.2   Objective and Outcomes

Proposals supported by the fund have to contribute to the FACE-programme's overall objectives, namely:

- To promote critical and independent academia that supports reform and democratization processes, and;
- To contribute to dialogue and cooperation between Danish and Arab Academia

In addition, proposals must contribute to the achievement of one or more of the following programme outcomes:

Outcome 1: Capacity building/maintenance: Academic institutions in the MENA region (or groups of scholars/students) that are engaged in critical and independent quality research within DAPP thematic areas, have maintained and/or strengthened their internal capacity to undertake such research/analyses by carrying out activities such as research conferences/research cooperation and/or carrying out and publishing research /analyses within their field of competence.

Outcome 2: Promotion of knowledge-based policy initiatives / policy dialogue: Academic institutions in the MENA region (or groups of scholars/students) that are engaged in critical and independent quality research have contributed to development of knowledge-based policy initiatives / policy dialogues within DAPP thematic areas.

Outcome 3: Contacts, cooperation and network: Connections, cooperation and networks have been established between academic institutions (or groups of scholars/students) in the MENA-region and Denmark that are engaged in critical and independent quality research.

Outcome 4:   Partnerships established based on common interests and goals: Partnership projects established between academic institutions (or groups of scholars/students) in the MENA-region and Denmark have been developed based on mutual interests, joint responsibility and shared resources and joint decision-making.

The FACE-programme is based on the following principles:

- Maintaining the partnership model, where Danish and Arab academic partners can work together based on jointly identified themes and jointly set targets within a flexible framework.
- Definition of clear and realistic objectives – where each partnership seeks to contribute to both of the FACE-programme's overall objectives (reform and dialogue).
- Focus on strengthening the contribution to the 'reform-objective' by enhancing links between the academic partnerships and DAPP partnership programmes within other thematic areas. Hereby, FACE-partnership activities might more easily (and directly) contribute to strengthening knowledge-based policy dialogue.

The aim of the FACE-programme is to support applying institutions in continuing their work in a time, where the political space for independent academia is shrinking. The FACE-programme will focus its activities on the four thematic areas of DAPP and support the production of research and analyses within these thematic areas to enhance synergies across the various DAPP programmes. Moreover, the FACE-programme will attempt to promote the inclusion of groups and interests, who are often excluded in the academic work and research – such as women, ethnic and/or religious minorities, people from rural areas and other groups

1.3 Structure and governance of the FACE-Programme

Danish Ministry of Foreign Affairs   The Fund for Academic Cooperation and Exchange between Denmark and the Arab World (FACE) is established by the Danish Ministry of Foreign Affairs under the Danish Arab Partnership Programme (DAPP).

Grant Committee   The independent Grant Committee consists of five members from Danish academic institutions with knowledge of and working relationships in the MENA-region. The five members are appointed in their personal capacity and not as representatives of their institutions. Terms of Reference for the Grant Committee are found in Annex 7. The Grant Committee is responsible for assessing all applications and deciding on which projects are granted funding by the FACE-programme. Thus, the Grant Committee's key tasks are to:

- Review project applications
- Decide on which projects are granted support
- Monitor the FACE-programme by reviewing the progress reports elaborated by the Secretariat

FACE Secretariat   The FACE Secretariat is responsible for implementation of the FACE-programme and hence the operation of the Fund. The Secretariat is operated by NIRAS A/S and the University of Copenhagen in a joint venture. The Secretariat is responsible for the administrative screening of all applications, communication with the Grant

Committee, feedback to applicants and monitoring of granted projects. The Secretariat is physically housed at NIRAS A/S in Copenhagen, Denmark.
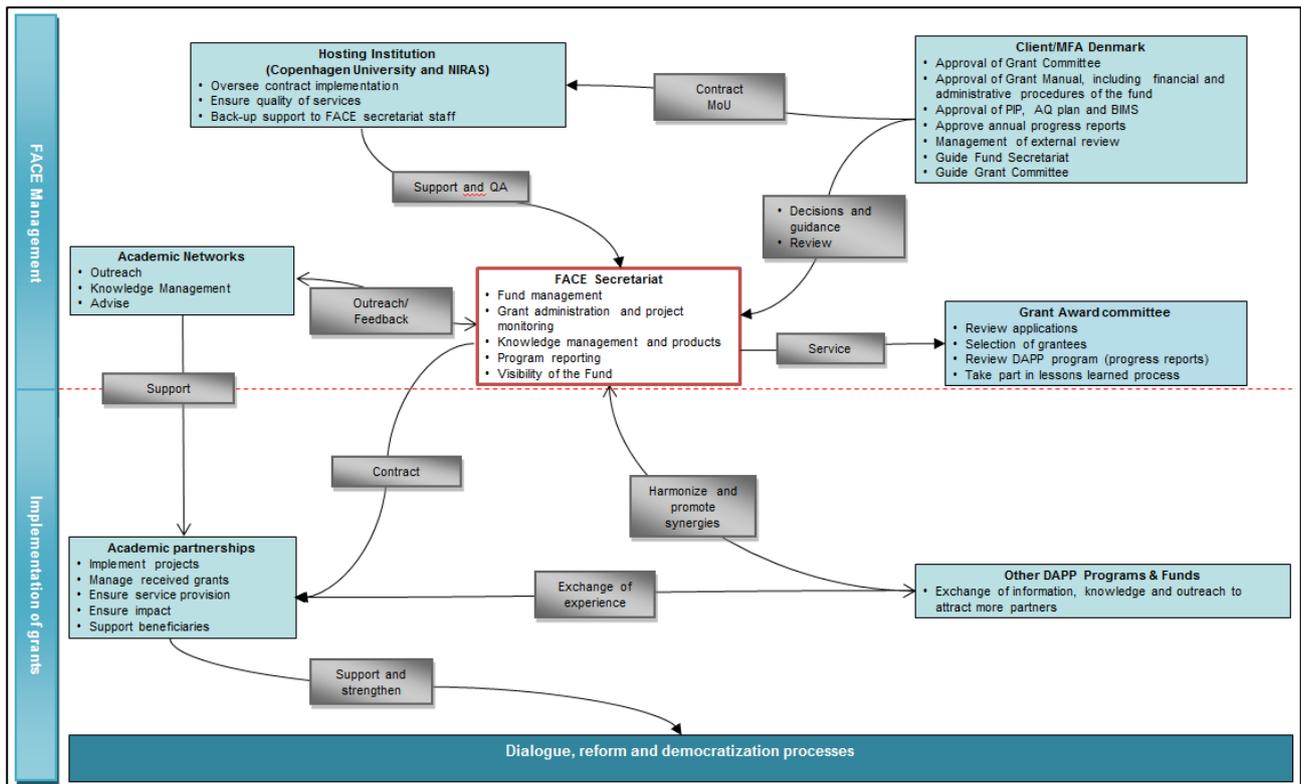
2. PURPOSE OF THE GRANT MANAGEMENT MANUAL

The purpose of this Grant Management Manual (GMM) is to assist and provide guidelines to the application of and management of grants provided by the FACE. The manual aims to clarify key roles and responsibilities. The manual outlines the following:

- Policies and procedures guiding application, selection, and administration of the FACE grants, including definition of standards and criteria used to assess proposals and projects;
- Performance, progress and financial reporting requirements;
- Monitoring requirements (performance and financial).

Each applicant (Academic Partnership (AP)) seeking a grant must adhere in its grant application to the requirements, policies, and procedures set forth in this GMM.

Specifically the procedures will ensure that:

- Competition is open, equal and fair;
- Proposed budgets are carefully scrutinized;
- Grant awards are negotiated and structured to protect the interests of all stakeholders;
- Awarded grants are carefully monitored to ensure that the implementation is on course and adjustments are made, as necessary, to solve problems that arise;
- Potential conflicts are constructively resolved.

The Grant Management Manual has been prepared with reference to the following core Danish MFA guidelines:

• 'Administrative retningslinjer for tilskudsforvaltning gennem private organisationer', MFA, June 2014,
• "The General Guidelines for Accounting and Auditing of Grants Channeled through Governmental, Parastatal and International Organizations" MFA, August 2007,
• 'Administrative retningslinjer for forvaltning af tilskudsmidler fra Udenrigsministeriet til puljeordninger', MFA July 2011.
• Administrative retningslinjer for forvaltning af tilskudsmidler fra Udenrigsministeriet til Puljer og Netværk finansieret under Civilsamfundsrammen, MFA, 2015

3. GRANT CYCLE

Date	Grant Activity
August 2015	Information meeting for potential Grantees
15 September 2015	First call for proposals (CfP)
15 November 2015	Closing date for the first call for proposals
15 December 2015	Meeting in the Grant Committee
Mid-December 2015	Information on award decision
12 January 2016	Second call for proposals
February 2016	Meeting with grantees to discuss project process, monitoring and reporting requirements
30 March 2016	Closing date for the second call for proposals
21 April 2016	Meeting in the Grant Committee
Ultimo April 2016	Information on award decision of second CfP
May 2016	Meeting with grantees to discuss project process, monitoring and reporting requirements
September 2016	Potential third call for proposals
November 2016	Potential Closing date for the second call for proposals
December 2016	Potential Meeting in the Grant Committee
December 2016	Potential Information on award decision
June 30 2017	Closure of all FACE-project activities including reporting and auditing

3.1   Call for Proposals

Identification of potential applicants

In order to reach beyond the established institutions, prior to the announcement of the first call, a list of other relevant research institutions is compiled based on the Secretariat's knowledge, on input from other DAPP partners, Danida Fellowship Centre and from The Danish Council for Research and Innovation Policy.

Emails with information about FACE will be distributed to all identified institutions.

Announcement of the call

Announcement of the calls for applications will be made broadly:
• The DAPP website (http://detarabiskeinitiativ.dk/) administrated by the DAPP communications office with links to the FACE website.
• DAPP partner institutions are asked to assist in disseminating information of the Fund to their networks.
• The Secretariat will directly distribute information about the funding

possibilities to academic institutions in the MENA region via email including a small information sheet about the Programme.

- Targeted information will be sent to identified universities, including university colleges and other professional academic institutions in Denmark.

Information meetings   Information meetings will be organised at 1-3 relevant Danish academic institutions prior to the first CfP allowing interested applicants to engage in direct interaction and get to know the Fund.

During the information meetings for potential applicants the FACE Theory of Change will be presented and discussed and linked to the demand for monitoring and hence development of indicators.

The Secretariat will encourage applicants to put special focus on actors who are often excluded in the academic work and research – such as women, youth, ethnic and/or religious minorities, people from rural areas and other groups.

3.2   Size of grants

The overall indicative amount made available for all Grants of the FACE-programme 2015-2017 is DKK 11 million. There is no limit to the amount awarded in the CfP.

Large grants   Project applications between a minimum of DKK 50,000 to a maximum of DKK 2,000,000 per year.

There will be one annual call for proposals for grants above DKK 50,000.

Small grants   Project applications for support of up to DKK 50,000 for e.g. academic exchange visits, conferences, seminars and meetings.

Small grants are launched together with the first call for proposals for large grants, but will be awarded on a continuous basis.

3.3   General eligibility criteria

All grants   Formal conditions

- The lead applicant shall be a Danish academic institution and legal entity with experience from academic cooperation (preferably from the MENA-region).

- The Danish institution shall (for large grants) apply in a partnership with a partner from a MENA country. In case there is a severely limited political space for independent academic research and activities in a given DAPP partner country, the MENA partner might be a non-formalized group of academic scholars/ students. Other Danish/international institutions may be included in the partnership.

- Eligible institutions from Denmark and the MENA countries are able to apply for

multiple concurrent projects.

- An institution may enter into partnerships with multiple partners simultaneously.

Eligible activities
In principle, all project expenses related to academic cooperation between the partners, which fall within the defined DAPP themes, are eligible for support, including student activities, alumni networks, conferences, study exchanges, expenses associated with project-related travel and meetings etc. Expenses related to a project coordinator and specific short term consultancy tasks are considered eligible.

Activities:

- must fall under one of the thematic areas and contribute to one or more of the four FACE outcomes as well as to the two overall objectives of the FACE-programme (reform and dialogue). While large projects must contribute to both objectives, small projects are only required to contribute to the dialogue objective.
- must target cooperation between institutions (or groups of scholars/students), rather than individuals.
- must focus on one or more of the DAPP focus countries (Morocco, Tunisia, Libya, Egypt, Yemen, Jordan and Syria), but may include a regional aspect.
- should attempt to promote the participation of marginalised groups e.g. women, youth or minorities - as well as ensuring that their interests and perspectives are included in the project.
- may be an extension of existing activities.
- must include a strategy for how project output (research or other publications) are disseminated.
- must be completed - including final reporting and auditing - no later than June 2017.

See Annex 8 (Financial Management Manual) for a specification of eligible activities/expenses.

Activities not supported

The FACE-programme does not support:

- Operating expenses for the applying institutions, or commercial activities.
- Activities targeting individuals.
- Scholarships (masters and PhD's) for individuals.
- Salaries for other than the project coordinator and specific short term consultancy tasks

3.4 Specific eligibility criteria

Grants above 50 000 DKK

Formal conditions

- The Danish partner has experience from academic cooperation and/or exchange.

- Project partnerships shall be formalised or well documented.

- The Lead Institution provides the Project Leader (PL). The PL is responsible for the project and its implementation, for the communication with partners and with the FACE-programme, and for the project's administrative and financial management including reporting of progress and results.

- The project team of the partnership must select for each participating country one co-applicant, who has the role of Principal Investigator (PI). The PI is responsible for coordinating and leading local elements of the project in collaboration with the PL.

Eligible activities include
- Research, analyses, assessments;

- Conferences, seminars, workshops;

- Processes of academic dialogue and networking, strengthening of academic partnerships.

Project activities must contribute to both FACE-programme objectives.

Grants below 50 000 DKK

Formal conditions
- Project Partnerships can be loose and under development

Eligible activities include
- Academic exchange visits (including participation and organization of conferences, seminars, meetings);

- Exchange visits (not linked to any conference or seminar) for preparation of joint research work or to explore possibilities for academic collaboration;

- Exchange visits by non-formal action research groups to academic networks/institutions or vice versa. Visits could be from MENA countries to DK or vice versa.

- Project activities must contribute to the dialogue objective of the FACE-programme.

3.5   Application process

Application period   Large grants: The application period runs until the deadline announced in the Call for proposals. Ideally, this period is minimum eight weeks.

Small grants: The Call is launched together with the first Call, but applications may be submitted on a continuous basis.

Application formats and guidelines   All application guidelines and formats are uploaded to the FACE website.

The scope of the application with regard to project description, elaboration of indicators and budgets does differ depending on the size of the project (small vs. large grant). Specifics regarding scope and contents of applications are elaborated

in Annex 2 - Application form.

Content of the project application

All proposals must be submitted in English by the Danish Lead Institution using the correct FACE application form (for small or large grants) which can be downloaded from the link in the box to the left. The applications must be submitted as one PDF file and include:

- Completed and signed FACE Application Form (Annex 2 small/large grant)
- Completed and signed FACE budget format
- Relevant CV(s): project leader and main researcher/implementer from each applying partner institution - max. 5 pages - no specific format required
- Relevant administrative documents (Power of Attorney, proof of official collaboration)

Submission of applications

The application must be submitted as one PDF file to the FACE Secretariat by email to: fundsecretary@face-programme.dk

All applicants receive a reply confirming receipt of their application and notification of the expected final date of award decision.

Applicants' responsibility

The applicants are responsible for ensuring that all information in the application is correct, that the required appendices are attached to the application, that the contents of the appendices are correct and that the application is submitted before the deadline of the Call.

In the event of any subsequent changes affecting the information submitted, the applicants must immediately notify the FACE Secretariat

The application must adhere to requirements in Denmark and relevant MENA countries regarding research permissions, provision of information to relevant authorities, etc.

Rejection of applications without substantive consideration

An application may be rejected without substantive consideration if the following is not adhered to:

- The application must be submitted by the deadline specified in the specific Call.
- The application must be made using the correct application form and the form must contain all the required information – please follow the instructions on the form.
- The application must be submitted to the email: fundsecretary@face-programme.dk
- The application (application form and appendices) must be written in English.
- The amount applied for must correspond with the amounts specified in the specific Call.
- CVs for project leader and for the main project researcher/implementer from each applying partner institution must be submitted.
- The appendices must be submitted with a total volume not exceeding 10 MB.

Help desk   All applicants may contact the FACE-programme's helpdesk with questions regarding the application and the fund in general.

The secretariat can provide information and assistance regarding various topics, including:
- Facilitating dialogue between potential partners
- Clarifications on the application procedures
- Clarification on indicators, monitoring and Theory of Change
- Lessons learned/FAQs continuously updated on the website

However, the Secretariat does not provide content related advise to applications in order to avoid bias. Lessons learnt/FAQ will instead be published on the FACE website allowing all applicants equal access.

3.6   Approval process

Administrative assessment of applications   The Secretariat screens the applications on the basis of Annex 3 to ensure that the applicants fulfil the formal conditions, that all necessary forms are included in the application and that the budget is reasonable.

Applications for large grants are processed within eight work weeks from receipt of the application with the exception of national holidays.

Applications for small grants are assessed on a continuous basis and will be processed within maximum six work weeks from receipt of the application with the exception of national holidays.

Project applications on the website   The Secretariat ensures that a list of approved projects including summaries will be made available on the FACE website.

By signing the application form all applicants have given the FACE Secretariat permission to publish their project summaries on the FACE website.

Cover notes to Grant Committee and to MFA on applications for large grants   Prior to each evaluation session, the Grant Committee members will receive the applications for large grants supported by a cover note prepared by the Secretariat presenting the application and assessing eligibility issues.

At the same time the cover note will be sent to MFA for information and possible comments within seven days.

Prioritization of projects   The Grant Committee shall seek to ensure that there is a geographical, thematic and institutional diversity of the granted projects. Ideally, the FACE-programme should support projects within all of DAPP's four thematic focus areas, and, to the extent possible, in all of DAPP´s focus countries. With this in mind, the Grant Committee will prioritise projects on the basis of fulfilment with the above general and specific conditions and, in addition, projects that:
- Are most likely to have a multiplier effect or lasting impact on the FACE

objectives.

- Seek to promote the participation of women, youth and minorities in academic cooperation - as well as ensuring that their interests and perspectives are taken into consideration in the activities and/or the research questions. Please refer to annex 1 for more detailed criteria.

Evaluation of the budget

All budget items presented as part of a grant application will be evaluated carefully by the Grant Committee. The evaluation will look at each category of expenses, the appropriateness of the level of expenses and meaningfulness within the context of the overall project framework.

Applicants may not be disqualified based on budgets only. However, in cases where the Grant Committee finds the budget unrealistic, the applicant will be asked to submit a revised budget based on the comments received. The revised budget will be the basis of the Grant and included in the Award agreement.

Grant committee assessment of applications for large grants

Before each meeting, the Grant Committee members must sign a statement of no-conflict of interest. In case a Grant Committee member has submitted an application s/he will not be part of deciding on that particular application. In case an academic institution has submitted an application to which a Grant Committee Member is affiliated s/he will not be part of deciding on that particular application.

The Grant Committee evaluates the applications based on a set of criteria outlined in Annex 1.

The Secretariat is responsible for the preparation of meetings and agendas and for taking minutes of meetings that summarises the Grant Committee's conclusions and decisions.

Assessment of applications for small grants

Decisions regarding small grants below DKK 50.000 will be made by the Chair of the Grant Committee. To the degree possible the Chair will circulate among the grant committee, taking note of comments before the decision is taken.

In cases in which the Chairman has a conflict of interest in the grant application, the Deputy Chair will decide on the application.

3.7 Awards

Award notification letter

Within two weeks of the formal decision, following the Grant Committee decisions meetings, the Programme Manager (PM) and/or the Finance and Fund Manager (FFM) may contact successful applicants for a discussion regarding adjustment of the proposed budget and activities.

Following this successful applicants will receive an "award notification" followed by an award agreement (Annex 6) to be signed and formalised between the Grantee and the Fund Secretariat, based on revised budgets and activities, if relevant.

Feedback to all applicants

Feedback will be given to all applicants on the result of the Grant Committee evaluation following a standard format, including an explanation to applicants of non-rewarded proposals.

Public results announcement

A list of awarded academic partnerships will be made available on the FACE website.

4. GRANT ADMINISTRATION AND MONITORING

4.1 Administration of Grants

It is imperative that all processes relating to assessment, award and reporting are well documented and transparent. Due diligence and timely communication and request for reports will be prioritized.

Guidelines, templates and forms

Guidelines, templates and forms (Annexes to the Grant Manual) are continuously reviewed and changes are incorporated after the completion of each large Call.

All outgoing and decision making documents must be read and commented by one more person than the responsible author.

All updated templates and forms are available on the FACE-programme website.

Document Management

All documents are stored in Dropbox as well as a backup document system

Only members of the FACE Secretariat, NIRAS' Programme Director for FACE, Office Director and Controller will have access to the system.

Regular backups of the files will be made.

Website

www.face-programme.dk

Central information will be translated into Arabic

4.2 Monitoring and Evaluation of Granted Projects

The ambition of the FACE-programme is to focus on project monitoring in order to support the process, results and impact of the project. The monitoring consists of regular partnership reporting and ongoing communication with projects under implementation.

The FACE-secretariat will monitor communication activities carried out by the FACE-projects and in the annual progress report from the FACE-programme the secretariat will include reflections on how communication and dissemination might be strengthened.

The FACE-secretariat will, based on reports and visits to relevant projects, support the monitoring process and facilitate knowledge exchange between ongoing projects within the FACE-programme and with other relevant DAPP partners.

In connection with applications and granted projects, partners may be encouraged (through award and monitoring criteria) to broaden out their scope of partners to include weak and marginal academic institutions and groups, and to involve civil society groups normally excluded from dialogue and attention including women, minorities, marginal and rural areas.

Support to development of indicators	At the level of individual projects due attention must be given to the definition of expected outputs and outcomes and of appropriate indicators. The use of appropriate outcome indicators in planning and reporting of projects is a key requirement for all granted projects.
	In order to assess outcome at the programme level a sufficient degree of harmonisation of outcome indicators used at project level M&E must be ensured, which constitutes a task for the Secretariat at the start of each new project.
Monitoring of and support to implementation of grants above DKK 50 000	Monitoring of granted projects will be undertaken on the basis of progress and financial reporting as well as on regular monitoring visits to larger grant projects. In particular, monitoring activities pertain to
	• Progress monitoring
	• Financial monitoring (addressed in chapter 5)
Reporting	As a general rule, all grantees must forward a bi-annual financial and narrative report. The Grantees must follow the reporting schedule outlined in their Award Agreement (Annex 6) and the reporting templates provided in Annex 7, 8 and 9.
Review and feedback on reports	At each meeting of the Grant Committee, the Secretariat will inform on progress of Fund management and of implementation of approved projects – using reports from the M&E system. The Grant Committee will give its appreciation and suggestions for action in case of deviations from plans and expectations.

5. FINANCIAL MANAGEMENT OF GRANTS

These guidelines outline key financial aspects associated with grant fund applications, and comply with the standard financial reporting and grant fund management requirements of the Danish MFA.

5.1   Disbursement of Grants

The grants will be disbursed according to the rules and regulations for research-oriented grant schemes set out by the Danish MFA. These rules and regulations are elaborated in the Financial Grants Management Manual and form the basis of these guidelines.

Disbursement schedule	Small grants (below 50.000 DKK) will be disbursed in one instalment at the beginning of the project, no matter the duration of the project.
	Large grants (from 50.000 DKK up to 2 mill DKK) will be disbursed according to the agreed reporting and cash flow schedule listed in the specific Award Agreement. Grants below DKK 200,000 will be transferred in one instalment.[1]
First disbursement	Together with the Award notification letter, the successful applicant will be encouraged to forward an advance payment request (Annex 8), which complies with the cash flow projection included in the project application.
	The advance payment request may not exceed 50% of the total budget amount.
	• Following receipt of the advance payment request, the Fund Secretariat will transfer the first fund proceeds to the lead partners grant account within a maximum of 2 weeks from the submission request date,
	• During the first month of implementation, the FFM will contact the Grantee (Accountant/Finance Manager) to discuss and fact-check his/her understanding of the requirements with respect to the financial reporting process going forward.
Subsequent disbursements	The subsequent instalments will be subject to the approval of the financial report as according to the reporting and cash flow schedule in the award agreement.
Disbursement of additional funds	The FACE-programme is not committed to reimburse the Grantee for the expenditure of amounts in excess of the total committed amount. Additional funds up to the total ceiling price of the Grant Agreement may be committed by the FACE-programme subject to the availability of funds, satisfactory progress of the grant, and continued relevance to the FACE-programme.
	The Grantee will be given written notice by the FACE-programme if additional funds will be added.

---

[1] Note that this deviates from 'Administrative retningslinjer for tilskudsforvaltning gennem private organisationer', MFA, June 2014

5.2   Procurement of Services

If external procurement of services is needed to implement a project, the Grantee must secure a competitive process, whereby at least three, qualified bidders are invited to submit a bid. The selection process of the successful bidder must be transparent and comply with clear selection criteria. A short evaluation report (1-2 pages) must be produced by the Grantee, elaborating the award criteria for selecting the successful bidder.

5.3   Audits

The FACE-programme will be audited annually. Furthermore, it is expected, that a project supported by the FACE-programme will be audited upon completion of the project. The audit is the responsibility of the Danish Lead Institution.

For small projects, below DKK 50,000, the Lead Institution is required to forward a final full financial statement together with all supporting documentation/receipts within 1 months of project completion. The projects will be audited as part of the external audit of the FACE-programme.

All large (DKK 50,000 – 2,000,000) awarded projects must forward a final, externally audited financial statement to the FFM (no later than 2 months after the completion of the project).

The FACE-programme audit procedures are further described in section 8 of the Financial Grant Management Manual.

5.4   Compliance and Due Diligence Procedures

The FFM (together with the Fund Secretariat) must ensure that the MFA, the National Audit Office of Denmark and the Public Accounts Committee have, as required, full access to project inspection, review of documents, accounts analysis, inventory checks etc. –both in Denmark and in the DAPP countries as required. As described in Annex 8, additional inspection/supervision measures of these external parties may include:

- Visits to the institution's administration in order to inspect its accounting department and project management, as well as the organization's procedures and organizational structures, ad hoc discussions with the organizations management and its auditor (by agreement with the organization),

- Spot check inspection of the Grantees' activities, either through visits from the MFA in Copenhagen or by order of the embassies, implementation of appraisals, reviews and evaluations of the activities.

The compliance and due diligence procedures associated with the FACE-programme are described in further detail in Annex 8.

5.5   Closure of Grants

It is expected, that all FACE funded activities will be completed by mid-2017. Furthermore, a final audit of the FACE programme needs to take place by December 2017.

6. PROGRAMME ADMINISTRATION

6.1   Monitoring and evaluation of the Programme

Monitoring and evaluation of the FACE-programme calls for a set of clear indicators on effectiveness and efficiency. A project cycle management approach (relevance, effectiveness, efficiency, impact and sustainability) is applied during the implementation of the programme and serves as guiding principles for M&E of the Secretariat function and overall management of the Fund.

Annex 5 provides a draft of possible output and outcome indicators that allow monitoring and evaluation of the granted projects. These will be refined together with the awarded applicants (grantees).

6.2   Knowledge management

A lessons learnt mechanism is established involving all partner institutions and Grantees, and to the extent possible also involving selected secondary partners such as partner civil society groups, media representatives, policy makers, etc.

Grantee reporting on projects	On the basis of reports, the Secretariat will synthesise a set of generic achievements and lessons learnt, which can be presented for discussion at seminars.
Seminar on best practice	A seminar to review project progress, performance and outcomes towards programme objectives and to extract important lessons learnt on the basis of the presentation prepared by the Secretariat may be organised if deemed necessary. The Grant Committee will be invited to take an active part in this event.
Compilation of best practices/lessons learnt	Lessons learnt will be documented in the first FACE annual report, so that necessary adjustments to the fund and programme can be addressed. This learning will be piloted by the Secretariat, commented by the Grant Committee and will feed into decision making by the MFA on future modalities of the Fund.
Best Practice Note	A note on lessons learned/FAQ will be edited and published by the Secretariat and up-dated on the basis of the lessons learnt mechanism.