

UDENRIGSMINISTERIET

DANIDA | DANMARKS
UDVIKLINGSSAMARBEJDE



Guidelines for the facility

Better Labour Markets



Photographer: Jørgen Schytte. "Local fishermen north of Mombassa explains that they experience smaller catches due to climate change. However, marine biologist David Obura argues that the primary reason is overfishing". (Kenya)

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Photographer: Mikkel Østergaard. "Danida project REDET, research and education on democracy in Tanzania, Dar es Salaam University. Students sit outside having discussions"

1 INTRODUCTION AND OBJECTIVE

Better Labour Markets is a facility that encourages Danish labour market actors to join forces and develop targeted, innovative projects in collaboration with local partners to contribute to inclusive growth and decent jobs in developing countries.

Promoting social dialogue and worker's rights as a lever for poverty reduction is a priority in Denmark's development cooperation. Human rights are a means and an end when contributing to build societies that ensure people's rights and promote equality, including access to decent work, education, health and social protection. Moreover, working for sustainable and inclusive economic growth and employment creation is a core element in Denmark's development cooperation ("Right to a better life", June 2012).

A well-functioning labour market is an important prerequisite for economic growth and increased employment. This requires a transparent, rule-based and accountable relationship between the private sector and the state, which focuses on workers' rights, free and independent trade unions, and decent work in conformity with the conventions of the International Labour Organisation (ILO). This also applies to issues such as occupational safety and health and child labour.

Promotion, respect and protection of human rights at work are of particular importance. Work is a source of personal dignity, family stability and peace in the community; productive employment and decent work are key elements to reducing poverty and achieving equitable, inclusive, and sustainable development¹.

As outlined in the new Danish Civil Society Policy (June 2014), Denmark wishes to support initiatives which promote social dialogue involving independent workers' and employers' organisations. This is central to ensure workers' rights, occupational health and safety standards at the workplace, settling disputes at work as well as skills development and building cohesive societies.

As part of the Danish Governments political priorities for development assistance in 2015, a total sum of 20 mio. DKK has been reserved to support targeted, innovative and joint social dialogue efforts in addition to existing social dialogue interventions supported through Danish country programmes and multilateral organisations. It is the ambition to bring Danish competencies and experiences from a long tradition in social dialogue and tripartism directly in to play.

¹ The International Labour Organization (ILO), <http://www.ilo.org/global/topics/decent-work/lang-en/index.htm>

While the overall objective of Better Labour Markets (BLM) is to contribute to inclusive growth and decent job creation in developing countries, the immediate objective is to support social dialogue interventions through broad, innovative partnerships between Danish and local labour market actors that can contribute to well-functioning labour markets in developing countries. In line with the arguments above, “well-functioning” means stable, democratic, rule-based, rights-based and transparent labour markets.

The theory of change can be illustrated as follows:



Applications must be submitted before 8. May 2015. Appraisal of project proposals and granting process will be finalised by end June 2015. At present financing has only been reserved for this facility in 2015.

Social dialogue and Danish priorities & approach

The International Labour Organisation (ILO) defines social dialogue as: “ [...] all types of negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers on issues of common interest relating to economic and social policy”.

Denmark will promote tripartite dialogue between the social partners of employers’ organisations, trade unions and government in order to protect workers’ rights and settle disputes at work. (Civil Society Policy, June 2014)

The political and economic interaction between the public and the private sector in the countries Denmark works with is of crucial importance for growth and the possibilities of productive employment. In recognition of this, in an increasing number of countries, Denmark is supporting, the dialogue between the government, the private sector and the civil sector, including strengthening social dialogue between the social partners. (Strategic Framework for Growth and Employment, 2011-2015)

2 WHAT AND WHOM CAN BE SUPPORTED?

BACKGROUND

While dialogue, information sharing, and collaboration between labour market actors through tripartite negotiations is a model that is taken for granted in Denmark to maintain a stable labour market, it is not a given in developing countries. Social dialogue is a new way of give and take in employer-employee relations and dispute-solving in many developing countries, where strikes, riots, protests and lock-outs historically have been the most traditional means of solving disputes, creating the basis for unstable societies. Nonetheless, the demand for assistance to foster social dialogue has intensified in several developing countries in tandem with reform processes, exploding growth rates but high youth unemployment, CSR awareness and pressure from international customers, companies dissatisfied with the lack of skilled labour etc.

Danish business organisations and trade unions have for several years collaborated with local counterparts in developing countries, and utilized “The Danish Model” as a source of inspiration for capacity building, advocacy and strengthening of networks. Initially, collaboration mostly took place through twinning arrangements to strengthen local counterparts’ voice and member rights. Progress and concrete results are visible but their remains a potential for further improvements.

More recently, Danish labour market actors have broadened the scope and collaborated on projects addressing challenges in the labour market beyond their own social interest. An example is a joint project between two Danish labour market organisations and several social partners in Morocco under the Danish-Arab Partnerships Programme, which initially focused on occupational health and safety as a tool for constructive dialogue, but over time and upon request from the local partners included training in negotiation and conflict resolution. This project received support from Danida, but currently there exists no facility to support similar types of interventions in Denmark’s priority countries.

Joining forces and covering the interests of both employees and employers in line with the example above positively influenced the decision of launching Better Labour Markets. This facility provides an opportunity to share profound Danish social dialogue experience and knowledge with partners in more developing countries. Another benefit is the fact that supporting targeted joint interventions to improve worker’s rights and the framework for well-functioning labour markets in developing countries holds the potential of strengthening future commercial links with Danish companies.

At the same time, social dialogue activities are part of several ongoing projects receiving financial support from a *Danida CSR Facility* launched last year.

The CSR Facility will be open to a second round of applications in 2015, and some organisations could possibly qualify for support from both facilities. However, the main difference between the two facilities is the focus on CSR improvements versus the requirement in Better Labour Markets of achieving results through collaboration between the social partners, eg. employer-employees tapping on experiences from the Danish model. This facility provides an opportunity to share profound Danish social dialogue experience and knowledge with partners in more developing countries. Another benefit is the fact that supporting targeted joint interventions to improve worker's rights and the framework for well-functioning labour markets in developing countries holds the potential of strengthening future commercial links with Danish companies.

WHAT TYPE OF ORGANISATION CAN TAKE PART?

Better Labour Markets is an opportunity for representatives of the Danish labour market and local organisations and authorities to join forces to supplement each other's strengths and share experience. Working through a partnership serves to enhance mutual contributions, for instance by involving several types of professional expertise or by broadening up the partnerships' combined contact sphere.

The facility is based on the principle for challenge funds using competition among organisations as a lead principle for awarding support. Experienced organisations are invited to submit project proposals that meet objectives and requirements as well as fulfil eligibility criteria.

In light of the background provided above, a basic requirement for qualifying for support under this facility is that the number of partners and outreach of activities must be more comprehensive and innovative in its approach than "traditional" twinning arrangements between business member organisations only or trade unions only.

All projects must be collaborative and demand driven. Project proposals must reflect an interest and demand from the local partner(s) – be it business membership organisations, trade unions, training institutions, chambers of commerce and governments – to tap on a group/alliance of Danish social partners' expertise and experience in their efforts to improve, change or develop new initiatives to ensure a well-functioning labour market.

The Danish partner must consist of an alliance or group of minimum two (2) labour market organisations or related organisations either representing interests/members or themes relevant for improving worker's rights. Organisations with proven experience within social dialogue and/or engagement in vocational training or capacity building in developing countries may apply for support to carry out a joint project. Only organisations that have previously received

public funds for development work² are eligible for support from this facility.

The local partner must comprise at least one organisation either public or private, representing employer's or employees, and preferably more partners eg. vocational training institutes or community based organisations. The partner (s) must have a significant outreach and/or size and demonstrate interest in and demand for assistance provided by the Danish group of partners.

One Danish organisation must pursue the role as lead partner and coordinating body on behalf of the entire group of applicants, including taking on the legal responsibility. Outreach to or cooperation with additional relevant civil society actors, such as local authorities, think tanks, women network, research institutes or media as well as Danish or local companies may be included in a project. As long as it remains clear, which Danish and local labour market organisations' that are project owners and comprise the applicant group.

*Photographer: Mikkel Østergaard
"Motivator Bindu Guragain, DICO
in Dhankuta, works with the local
women. They meet to discuss subjects
like problems in their community,
better kitchen facilities, water supply
and biogas plants" (Nepal).*



² It is a requirement that the former development projects has been implemented with support from the Civil Society Fund, Danida, the European Union, large foundations with reporting requirements, or similar documented experiences.

WHICH ACTIVITIES CAN RECEIVE SUPPORT?

This section describes what type of activities that qualify for support. The criteria used for assessment of applications are outlined in chapter 3.

Better Labour Markets provides an opportunity to apply for financing to implement innovative and joint actions to strengthen structured dialogue between the social partners in the labour market. These actions should be realised through project proposals, which typically cannot obtain support from existing Danida programmes. Nonetheless, applications should preferably be complementary and supportive to existing efforts as well as seek synergies with other Danida/donor development interventions in the country or region. Applications must clearly describe the project's expected development impact in line with priorities for Danish Development Cooperation, and reflect awareness of the need for adaptation to local context.

In light of the requirement of minimum two Danish partners and at least one local partner, project applications reflecting a determination to take advantage of combining interests and strengths and introducing new or innovative approaches to strengthen social dialogue will receive priority. In addition, projects focusing on the commercially oriented part of the labour market will receive priority, since it is here the social dialogue between three parties is most relevant.

Focus

Project applications addressing one or more of the following aspects through social dialogue are particularly encouraged:

- » Occupational health and safety (OHS) standards/decent working conditions.
- » Worker's rights – in particular women and youth.
- » Strengthen policy dialogue within government/public sector on improving conditions for formalization of jobs.
- » Strengthen engagement of employers and employees in labour market dialogue with the government.
- » Mediation and conflict resolution.

Project activities could for instance imply:

- » Establishment of OHS committees and development of best practice OHS manuals within a sector,
- » provide shop stewards the capacity to engage in dialogue with employers at the plant level as well as through the trade union movement at national level,

- » skills development and organisation of young entrepreneurs in the informal sector,
- » development of common positions papers between unions and employers,
- » joint social dialogue seminars in cooperation with local ILO office and private sector representatives etc. etc.

Modalities and expected results

Capacity building, train-the-trainers, establishment of common learning platforms or networks, awareness raising activities and advocacy are expected to account for the main activities in projects to achieve measurable outputs and eventually impact. Nonetheless, innovative suggestions and approaches beyond and complementary to these modalities are highly welcome and can qualify for support - as long as the suggested activities contribute to the objective of the facility.

Applications must clearly describe the project's expected development impact in line with priorities for Danish Development Cooperation, and include a proposal of maximum of three concise and measurable output indicators as part of the application form, cf. templates for application, chapter 4. In addition, applicants are encouraged to consult the Danida risk management matrix (also part of on-line forms) to include an assessment of potential risks.

Project proposals must comply with international standards and declarations, particularly UN Guiding Principles on Business and Human Rights, ILO Conventions and the Decent Work Agenda.

Time frame

Support to multiannual projects with a long-lasting perspective is a priority and presumed a necessity to catalyse solid social dialogue within one or more of the aspects listed above. Hence, a time frame of 2-3 years appear realistic. Danida acknowledge that working for change processes, establishing trust between social partners and developing mutual goals for ensuring a well-functioning labour market takes time.

Linkage to company activities

Activities engaging companies directly or indirectly in fostering social dialogue may likely add value and strengthen CSR focus as part of a social dialogue project. If companies are the target for project activities these must address or reach out to a group of companies within a value-chain or sector, and not just imply advisory support or training within one company. On the other hand, a single company delivering well-defined services can be involved as supplier to the project.

Applicants must consider and describe how their project overall, and if necessary broken down to underlying activities, addresses human rights and gender principles. In addition, applicants also have to justify if and how their foreseen activities may relate to environmental and climate change as part of the application form.

Better Labour Markets supports:

- ▶ Costs related to the project activities, including wages to partner staff for hours spent directly related to the project.
- ▶ Local partners' administration costs related to the project activities.
- ▶ Travel costs.
- ▶ Danish partners' administration (max. 7%) and budget margin (5%).
- ▶ Costs related to facilitating social dialogue targeting challenges in a sector or value-chain, eg. through train-the-trainer modules.
- ▶ Costs related to analysis of local context and needs.
- ▶ Costs to workshops, seminars etc. bringing labour market stakeholders together to shape cooperative agreements or visions.
- ▶ Costs related to awareness raising activities, eg. flyers or mutual website.
- ▶ Auditing costs locally and in Denmark.
- ▶ Etc.

Better Labour Markets does NOT support:

- ▶ Identification of partners in developing countries, since it is expected that these already are identified / familiar with the Danish partner.
- ▶ Project development or feasibility studies, since it is expected that dialogue about the scope of the project is matured before application
- ▶ Activities with the partial or full objective of favouring one stakeholder's narrow interest or spreading a party-political or religious message, or interventions providing one-sided support for a political party.
- ▶ The development of inappropriate parallel structures, eg. organisations, institutions that exist already or are under establishment.
- ▶ Activities aimed at capacity building within the applicants own organization.
- ▶ Establishment of Secretariat, running costs or staff wages within the applicants' organisations – all costs must be related to the particular project.
- ▶ Etc.

WHERE CAN PROJECTS TAKE PLACE?

Projects can be implemented in one or more developing countries mentioned on the OECD/DAC list of countries qualifying for development support as long as minimum one country selected have a Danish representation and can serve as focal point. Hence, applications with a regional approach or covering activities in several developing countries are welcome. At present, the ceiling is USD 12.275 per capita. Excluded are, however, countries covered by the Danida Arab Initiative, since these countries already have programmes addressing social dialogue.

A list of all countries' GNI figures can be downloaded from the World Bank website: <http://data.worldbank.org/indicator/NY.GNI.PCAP.CD>

Applications aimed at fostering social dialogue in Denmark's so-called priority countries will receive priority in light of the assumption that there is a potential for synergies with other Danida development efforts focusing on inclusive growth and employment, and thus likelihood of greater impact or catalytic effect. [See list of priority countries here](#). In addition, countries where the Danish business community have a strong interest or engagement will also be prioritised.

Project activities must primarily take place in the developing country/countries but a few project activities in Denmark, e.g. study visits or workshops in Denmark for local partners, can also qualify for support.

AMOUNT THAT CAN BE APPLIED FOR?

Since Danida acknowledges that initiating change processes takes time and encourages engagement of many partners to succeed with measurable results, projects with a budget of 5-10 mio. DKK are welcome. In case of a project covering several countries and/or is to be implemented by a large alliance of partners, a total budget of more than 10 mio. DKK will also be considered.

A Danish labour market actor may in collaboration with one/more partners be engaged in and apply for support to more than one project as long as the projects are significantly different in scope.

Danish partner organisations with a framework financing agreement with Danida can also apply for project support from Better Labour Markets. However, such an organisation may only seek support for interventions other than those conducted under the framework agreement in force.

See the administrative guidelines for preparation of budget.



"Village people are gathered for city council in Chukkha province, Bhutan." Photographer: Jørgen Schytte

3 HOW THE APPLICATION WILL BE ASSESSED

As outlined in [Chapter 1](#), the overall objective of Better Labour Markets is to contribute to inclusive growth and decent job creation in developing countries. The immediate objective is to support social dialogue interventions through broad, innovative partnerships between Danish and local labour market actors that can contribute to well-functioning labour markets in developing countries. In [Chapter 2](#), the immediate objectives are described in more detail with regard to suggested modalities to achieve measurable results. However, the design of a project to foster social dialogue within one or more of the focus areas can take various forms, and there exists no recipe to the ideal development project.

The Ministry of Foreign Affairs/Danida will consider in its assessment of applications whether project proposals could come into consideration for support from other Danida programmes or facilities.

All applications are subject to a combined assessment based on five criteria:

1. Assessment of the partnership.
2. Assessment of target groups/participants and their relation to the intervention.
3. Assessment of the intervention's relevance, coherence and expected results.
4. Assessment of the intervention's phase-out and sustainability.
5. Assessment of the intervention's cost-effectiveness.

The five assessment criteria described below, all derive from the principles and requirements formulated in the Civil Society Strategy and “General Principles Governing Support to Development Activities Implemented by NGOs”.

The Ministry of Foreign Affairs'/Danidas decision on granting support or not is the result of an assessment of the application as a whole. Strengths may compensate for weaknesses, and the relevance of each criterion will vary depending on the type of intervention and the context. The higher the amount of funding sought, the stricter will be the requirements regarding the intervention's professional quality and sustainability, the strategic thinking involved, as well as the professional and organisational capacity of both the Danish organisations and their local partners. With a limited pool of funding, even projects with a good assessment may not qualify for support.

1. ASSESSMENT OF THE PARTNERSHIP

1.1. As regards the Danish (lead) organisation and other participant Danish organisations:

- » Popular foundation, i.e. roots in the Danish population.
- » Transparent and democratic structure, which makes it possible both for members/contributors and for donors to hold the organisation to account.
- » Experience of and insights into the country (or countries) concerned, the theme addressed, the target groups and the issues raised by the intervention.
- » Relevant professional and organisational capacity, as well as previous project experience supported by the Civil Society Fund, Mini Programmes, Danida, EU, large foundations with reporting requirements or similar documented experience.
- » The organisation's professional and organisational contribution to the partners and the intervention.
- » Consistency with the organisation's other development work, combined portfolio and possible strategies.
- » The track record: how did the previous interventions on fostering social dialogue turn out? How were they monitored and reported upon?

1.2. As regards the (lead) partner organisation and other participant organisations in the South:

- » Local ownership and popular foundation, i.e. constituency.
- » Legitimacy in relation to the participants and target groups, as well as to address the issues and represent the interests to which the organisation is dedicated.
- » Transparent structure, which makes it possible for members, target groups and donors to hold the organisation to account.
- » Experience of and insights into the context and the issues raised by the intervention. The project's consistency with the organisations' other work.
- » The local partner organisation's relation to the target groups/participants.
- » Relevant professional, organisational and administrative capacity, as well as previous project experience in view of the intervention's contents and objectives, its scale and annual turnover.
- » Networking and cooperative relations with, for instance, authorities, other local, national or international organisations, as well as other donors and sources of finance.

1.3. As regards the cooperative relationship between the Danish organisation and the local partner organisations/networks/alliances:

- » Clarity in the definition of each organisation's contributions, roles and areas of responsibility.
- » Local partners/participants playing an active role in the formulation of the intervention and its objectives.
- » Local partners/participants being at the heart of the intervention and responsible for implementation.
- » Plan for monitoring, evaluation, reporting, and prevention of corruption and fraud.
- » Potential for partnership development, including an account of how the partners/participants and their relationship will progress as a result of the activities to be implemented.

2. ASSESSMENT OF TARGET GROUPS/PARTICIPANTS AND THEIR RELATION TO THE INTERVENTION

- » The match between the participants/target groups and the intervention's issues and objectives.
- » The number of people and composition of participants/target groups in view of the intervention's scope, objectives and focus on poverty reduction.
- » Involvement of related participants/target groups in the formulation of the intervention's contents and objectives, as well their role in its implementation.
- » The degree of ownership of the intervention by related target groups/participants and/or the focus on related target groups in the intervention's outputs. .

3. ASSESSMENT OF THE INTERVENTION'S RELEVANCE, COHERENCE AND EXPECTED RESULTS

3.1. Relevance:

- » Does the intervention focus on overall objective of contributing to inclusive growth and employment in developing countries?
- » Does the intervention empower poor and vulnerable groups and improve their conditions in the long run?
- » Is the intervention relevant in view of the context and problem area?
- » Has the intervention been conceived in tandem with the Danish organisations' work in Denmark, EU or internationally?

3.2. Coherence and results:

- » A well-crafted strategy based on knowledge of the context.
- » Coherence between objectives, activities, outputs and problems that

the intervention is intended to address.

- » Clear and measurable indicators of progress towards the intervention's objectives.
- » Making the case that the intervention is likely to achieve its objectives.
- » An account of the assumptions underlying the intervention design as well as the risk factors that may jeopardise its success.
- » Plan for monitoring, evaluation and systematisation of experiences.

4. ASSESSMENT OF THE INTERVENTION'S PHASE-OUT AND SUSTAINABILITY

- » A phase-out plan which ensures that the local partner organisations or target groups are not left in an unfortunate position of dependency when the intervention period expires.
- » Reflections on the intervention's sustainability (e.g. politically, organisationally, socially, technically, financially and/or environmentally) in view of its own objectives.
- » Has the case been made that the intervention is likely to lead to lasting improvements of participants' and target groups' living conditions and/or local partner organisations' capacity, which can be sustained after the implementation period has expired?
- » Will the intervention's results/improvements continue to spread to other target groups or partners?

5. ASSESSMENT OF THE INTERVENTION'S COST- EFFECTIVENESS

- » Costs of administration, travel and salaries suit the needs and characteristics of the intervention.
- » The relation between the outputs of the intervention, the scale of activities, the number of participants or members of the target group, and the total budget.
- » A realistic cost level in view of the context of the intervention, not least if local partner organisations are to cover future expenses themselves in part or in full.
- » Expenses allocated to wages to Danish partners in view of the intervention's contents and objectives.

*"Twalib Ebrahim is planning new courses. He teaches managers in conflict resolution, and collaborates with Human House in Arhus, Denmark, with support from the former B2B programme" (Kenya).
Photographer: Mikkel Ostergaard*



4 HOW TO APPLY FOR SUPPORT?

There is a special application form and corresponding annexes that must be used to apply for support from Better Labour Markets.

At the [Ministry of Foreign Affairs website](#) you may find the following forms, along with guidance on how to fill them out:

- A. Application form.
- B. Danida Results Framework and Risk Management matrix.
- C. Budget.
- D. Guide to budget preparation.
- E. Guide to project document.
- F. Declaration on public anchorage (mandatory for civil society organisations).
- G. Memorandum of Understanding applicant partners.
- H. Administrative Guidelines for Better Labour Markets.

Please note that there is a maximum number of pages for an application including the project document, which must consist of one document only. Supplementary documents to provide a description of the local partner(s) will however be accepted.

Furthermore, only one application on behalf of the group of partners will be accepted and subject to assessment. It must be clearly stated which organisation will take the lead role in further communication with the Ministry of Foreign Affairs.

DEADLINE FOR APPLICATIONS

Applications have to be submitted latest by the 8. May 2015.

Please submit the application by email to Department for Green Growth, Ministry of Foreign Affairs, grv@um.dk.

All application documents shall be included in one document in PDF format.

APPRAISAL PROCESS AND REPLY

Relevant Danish embassies will be engaged to assess local demand, screen local partners etc., and staff from the Ministry of Foreign Affairs will carry out a professional and administrative assessment of applications based on the guidelines and assessment criteria for the facility. A consolidated recommendation of projects suitable for support will be presented to the Danida Grant Committee, who makes the final decision. If the funding requests of applications complying with the requirements exceed the amount available, the Danida Grant Committee will prioritise between the applications recommended for approval.

Applicants may be contacted during the appraisal process if supplementary information is needed to finalise the appraisal. It is for instance likely that suggested output and outcome indicators will be subject to discussion before final approval of applications. The Ministry of Foreign Affairs will contact applicants directly by email.

Applicants can expect to receive a final reply by the end of June 2015.

Approved applications including budget will be published at www.um.dk.

DOWNLOAD APPLICATION FORMAT AND GUIDANCE

Application sheets, guidelines and brief explanations can be downloaded: <http://um.dk/da/danida/samarb/danida-business/social-dialog-faciliteten>



Photographer: Soren Rud "Local fishermen are gathered for a meeting on the beach in Mozambique"

5 WHEN SUPPORT HAS BEEN GRANTED

APPROVAL AND REPORTING

If the application is approved the applicant/lead partner will soon after receive a letter of approval. The applicant must confirm and accept the conditions for support.

The letter of approval describes how and when to submit audited budgets, regular reporting and a final report on the project's result and evidence according to performance indicators.

REQUIREMENTS AND MANAGEMENT OF GRANT

One of the Danish partners must take on the responsibility as lead partner, and thereby commit itself to comply with several conditions and requirements regarding management of the grant outlined in the administrative guidelines for Better Labour Markets.

This also implies that grant money will be disbursed to the lead partner, who will be responsible for channelling money to partners according to approved budgets and reporting.

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