



**GUIDELINES FOR THE LOCAL  
GRANT AUTHORITY OF DANISH  
EMBASSIES, MULTILATERAL  
REPRESENTATIONS AND  
DEPARTMENTS IN MFA**

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# 1. OBJECTIVE, GENERAL AUTHORITY AND CONDITIONS

## 1.1 Objective

The overall purpose of the Local Grant Authority (LGA) is to provide a flexible and non-bureaucratic instrument, allowing for prompt and relevant response to development requirements by the Danish Embassies in eligible countries, thereby contributing to better quality of Danish development co-operation. While the guidelines have been developed for Embassies and their use of LGA, these guidelines will likewise apply for multilateral representations and Departments administering grants below DKK 5 mio. The term ‘Embassy’ will, however, be maintained in the guideline since some of the points are specifically relevant for embassies.

## 1.2 General authority

The Embassies on which the LGA has been conferred and which, according to the Business Plan Agreement (VPA), have at their disposal a separate budget for projects and/or local consultancy services, shall be authorized to approve aggregate grants of up to DKK 5.0 mill. per project/activity without prior referral to the Ministry of Foreign Affairs (MFA) and in accordance with the regulations stipulated in the present guidelines.

The provisions of these guidelines do not apply to projects under Danida fellowship programme or humanitarian assistance (with the exception stated under “mini-projects” in section 1.4). Reference is made to the Guidelines for Danida’s Fellowship Programme and to the Instructions and Guidelines for Humanitarian Assistance through Danish Embassies in Certain Countries, respectively.

As the LGA is conferred on the Embassy, the Head of the Embassy is overall responsible for the effective and appropriate use of the funds under the LGA. The authorization documents shall be signed by the Head of Embassy or – in his/her absence – by the acting Head in accordance with the general principles of proxy.

As a general rule, eligible Danish Embassies for the LGA are Embassies in Danish programme countries or other countries with major Danish development cooperation activities. Unless a specific authority has been issued by the MFA, the LGA cannot not be used for funding activities in side-accredited countries. A request must be submitted to the Department for Quality Assurance – Development Assistance (KVA) for approval by the Under-Secretary for Development Policy. Departments, however, may implement and fund activities in non-programme countries.

## 1.3 General conditions

All activities under the LGA must concur with the general objectives and principles of Danish development policy as laid down in The Priorities of the Danish Government for Danish

Development Cooperation (annual), Strategy for Danish Development Policy, and other relevant policies, strategies and action plans, including the specific country strategy<sup>1</sup>.

The Danish commitment to increasing aid effectiveness as expressed in the Paris Declaration through support to increasing ownership, alignment, harmonisation and managing for results<sup>2</sup> also applies to the LGA. Danish development co-operation to the extent possible should be aligned with partner priorities, structures, procedures, and budget processes and preferably be provided in the form of joint financial arrangement with other donors. Therefore, Denmark will not require the use of particular Danish formats and procedures. The present guidelines could serve as a reference point. However, the internal Danish procedures for registration in UMF-rep, PDB and the format for Appropriation, project completion sheets, etc must be followed.

Aggregate grant funds for the same activity, including several phases, additional funding, audit etc., must not exceed DKK 5,0 mill.

The Grant to an activity should always be given in DKK. The sum of payments to an activity must never exceed the total commitment. Therefore, it is advisable to include a budget margin corresponding to up to 10 % of the grant in order to meet any needs for additional funds due to exchange rate vis-à-vis budgets in other currencies than DKK.

Whether activities can be deemed as “new” in relation to previously approved activities depends on various factors. E.g. if the project concerns the same type of activities with the same target group at the same place, it is not considered a new activity. If the activities concern another target group or another location, it may be regarded as a “new” activity as concerns appropriation. It is the responsibility of the Head of the Embassy to ensure that the administration never comes under suspicion for circumventing the appropriation thresholds.

The LGA cannot be used for new phases or extensions of activities, which have previously been approved by the Finance Committee or by the Board of International Development Cooperation or its Chairman (with the exception of bridging arrangements and additional supplies, cf. section 1.4).

#### **1.4 Purposes and types of activities**

Within the overall authorization, the Embassies may grant funds for the following **purposes and types of activities** from the budget allocated for **projects** under the LGA;

**Minor projects**, which:

- a. are preparatory or complimentary to the Danish assistance provided through sector programmes or other major intervention areas under the country programme. Minor projects within the priority sectors/areas must be relevant for the sector programme support, e.g. testing an approach or piloting experience, but may not fall within the scope of the SPS/major project and thus cannot be used as additional funding for the SPS/major project.

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<sup>1</sup> Check the AMG website: <http://amg.um.dk/en/policies-and-strategies/>

<sup>2</sup> “[Paris Declaration on Aid Effectiveness](#)”, March 2005.

- b. fall outside the priority sectors for Danish assistance to the country, but contribute to promoting Danish policy concerns such as the cross-cutting issues (gender equality, environment and human rights/democracy/good governance), the priority themes (children/youth, HIV/AIDS, trade/development, private sector, indigenous people, climate, sexual/reproductive rights, conflict), or other Danish policy concerns such as the fight against terrorism, conflict prevention, refugees and migration, culture, donor co-ordination etc. The relation between a project under the LGA and a possible major project within these areas should follow section a. above.

The grant may include funds for capital investments, operative costs and/or local or international technical assistance. Contracts with international consultancy companies and international individual consultants must always be made through the MFA/Business and Contracts Department (ERH).

**Additional deliveries** to programmes/projects receiving or having received Danish aid, in case the success of the programme/project is threatened due to attrition, lack of maintenance, foreign currency shortages on part of the recipient country etc. Such assistance may e.g. include procurement of spare parts, tools and other equipment, minor repairs and maintenance of buildings and installations, educational material and the like.

Funds for additional deliveries may not be granted to remedy budgetary errors and may not involve a long-term Danish commitment.

**Bridging arrangements** to ensure the continuation of a project receiving or having received Danish support, at a reasonable level so as to prevent loss of resources in a limited transitional period, until funds for the new phase have been granted. A bridging arrangement should be used only to a limited extent and should be initiated only when certain assurance has been obtained that the new upcoming phase will be approved. The Embassies may repeatedly grant funds for this purpose up to the maximum limit of the LGA (5 mill. DKK) between different phases (e.g. between phase 1 and 2 and again between phase 2 and 3), but only once between the same two phases.

**Phasing out arrangements** to ensure the proper phasing out of a project or programme having received Danish support, at a reasonable level, so as to ensure the sustainability of the project/programme in the hand over or closing phase. The Embassies may grant funds for phase out of a programme/project up to the maximum limit of the LGA (5 mill. DKK).

Local grants for bridging arrangements may not prejudice any position of the competent Danish authorities on new grants.

**Mini Projects** are characterised by making available support for a broader range of activities and applicants than minor projects and are only used at Embassies. Due to the nature of these projects, grants for mini projects must not exceed a maximum of DKK 75,000 per project. Within this limit, the Embassies are authorized to grant support to the following activities:

- a. Small-scale activities, which are identified and implemented in connection with Danish technical assistance in the recipient country. Support for mini-projects may be granted

to a Danida adviser, his/her spouse, spouses of expatriate Embassy staff, or other individuals in close contact with the Danish country programme. Persons working for Danish NGO programmes supported by the Danish government, however, are not eligible as project holders in this respect, but their spouses are. The project holder must manage and account for the funds on behalf of the beneficiaries. A typical mini project comprises small-scale activities, which the person concerned finds useful to implement in his/her local working or social environment. The activities may include the setting up of small library, procurement of furniture for a children's home, renovation of a community centre, aid to women's groups etc., but may not include remuneration for the project holder.

- b. Minor humanitarian assistance**, which is not connected with a Danida supported programme/project, whereby funds could be allocated under the category "additional deliveries"; nor falls under the Embassy's local authority for humanitarian assistance (requiring an emergency situation of a scope which calls for international relief assistance, cf. guidelines in T-Rex). A case in point is a situation where a local area, receiving considerable Danish aid, experiences a prompt need for evacuation, housing, medicine, food supplies, reconstruction etc. due to a more limited catastrophe.

The Embassies may grant funds for **local consultancy services** from separate budget lines allocated for local consultancy companies and local individual consultants, respectively. The **purpose** of such services must be related to the preparation and facilitation of the development assistance, including sector studies, identification, detailed studies, tendering, evaluation etc and are further described in the guidelines (see below)

Budget lines for administrative activities and audit should be included in the project budget.

The LGA for local consultancy services must not be used for administrative tasks of the Embassy.

Multilateral representations and their use of the LGA is limited to the following **purposes and types of activities**:

- a. Conferences, seminars and workshops**

Conferences, seminars and workshops that overall contribute to strengthening the profile of Danish multilateral assistance. These activities could aim at both placing focus at new priority areas and also gather new knowledge on different areas relevant to Danish multilateral assistance. Furthermore, they could contribute to widening the representation's network and connections to the local resource base and propagate knowledge of Danish multilateral assistance.

- b. Support to organisations**

The representations can provide support to a variety of organisations under this category. International organisations, research institutions, human rights institutions and the like can be supported to carry out activities that can be used to promote Danish priority issues or enhance the profile of Danish multilateral assistance.

## 1.5 Partners/beneficiaries

The Embassy may conclude agreements on **project activities** under the Local Grant Authority with the **following partners** (ref. administrative guidelines in section 3):

- **national authorities**, i.e. authorities of national and local governments, as well as semi-governmental bodies, including universities;
- **local non-profit civil society organisations** (NGOs, CBOs, associations, independent research institutes, foundations, etc.). The local organisation must be rooted in the country, i.e. its registered office and activities are in the country, as well as its chairman and the majority of its board members must be nationals of the country concerned or foreign nationals with permanent residence permit. As a general rule, in order to be eligible for support, the organisation should have been in existence for at least one year, articles of association must have been drawn up for the organisation, and its accounts be subject to audit. Evidence of the above should be requested by the Embassy. Furthermore, the organisation must be actively involved in the implementation of the project and have the necessary capacity and knowledge to carry out and administer the project satisfactorily. The organisation may not have a commercial interest in the project nor be involved in partisan politics.

Should local civil society organisations or others apply for funds in connection with international conferences, which may be generally supported by the MFA, the request shall be submitted to the MFA.

Local representations of Danish NGOs are not eligible for support through the LGA.

- **Local representations of multilateral organisations** (UN-organisations and Multilateral Development Banks). The Embassies can – after consultations with the entity responsible for the organisation in question – support multilateral organisations' activities in the country. The supported activity must be within the strategic frames of the Danish country programme and have relevance for the activities supported by Denmark.
- When the LGA is used by multilateral representations, the following partners/beneficiaries can be included: UN Secretariat, UN funds and programmes and specialised agencies, and Multilateral Development Banks regarding activities funded and administered by the multilateral organisation.

The scope of the activities and the role of the organisation must be in accordance with the applicable Danish organisation strategy. The cost recovery rate must be in accordance with the actual expenditures and should under normal circumstances not exceed 7%.

When providing multilateral support, the Embassy must ensure that the relevant multilateral department or, if a decentralised organisation, the relevant Mission is in agreement and is being kept informed about progress

- **Private companies, except for consultancy companies, cannot** receive funds for projects under the LGA for projects
- **Individuals, except for local consultants, cannot** receive funds for projects under the LGA for projects, with the exemption stated under mini projects (section 1.4).

## 2. GENERAL INSTRUCTIONS

### 2.1. Annual budgets

The budget for the Embassy's **frame for LGA** (minor projects, additional deliveries, bridging arrangements and mini projects) forms part of the country frame and is financed under 'other' in the finance act. The LGA budget for commitments is agreed annually between the Management of the MFA and the Embassy as part of the Business Plan Agreement (VPA).

The total annual budget for the Embassy's **LGA for services provided by local consultancy companies** is allocated from §06.32.04.12 (UMF No. 518...) – Firmarådgivere/Company advisers. **Services provided by individual consultants** are allocated from §06.32.04.10 (UMF No. 539...) – Rådgiverbistand/Consultants. Both frames are outside the country frame. The annual budget for both frames is fixed by the Business and Contracts Department, ERH in December each year for the coming financial year. The budget will be allocated based on requests received from the Embassies.

### 2.2. General monitoring

All appropriation notes (projects, local consultancies) must be numbered, following a chronological order for each calendar year. The number shall be inserted under item 1 in the appropriation note.

It is the Embassy's responsibility to develop and maintain an overview of active and finalised projects and local consultancy contracts, in order to ensure proper management of the pipeline and that reports, audits and other agreed output is received and processed timely. Reference is made to the Accounting Module in PDB and the guidelines<sup>3</sup>.

### 2.3 Communication and information

Projects under the LGA often attract significant attention and visibility locally. It is important that the Embassy actively uses this opportunity in connection with the Communication Strategy for Danish Development Assistance. Communication opportunities should be considered in the country of residence as well as in relation to the general public in Denmark.

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<sup>3</sup> [http://applikationer/websteder/Tilskud/print/SitePages/Home.aspx#chapter\\_Accounting](http://applikationer/websteder/Tilskud/print/SitePages/Home.aspx#chapter_Accounting)



## 3. ADMINISTRATIVE GUIDELINES

### 3.1. Project preparation and appropriation

The preparation of the individual grant shall result in a project document, which also constitutes the agreement with the partner. The project document/agreement shall describe the logical framework of the project and conditions for the support. It is important that concrete and measurable objectives and outputs for the activities are defined to form the basis for monitoring and reporting. A paradigm for standard project documents/agreements is set out in Annex 1. In case of joint basket funding the format can only serve for inspiration. A joint financing arrangement format can be found at the Aid Management Guidelines website.<sup>4</sup>

Before approval, the Embassy is responsible for undertaking an appraisal of the project. The scope of the appraisal should depend on the size and complexity of the project and should preferably be undertaken together with other donors to the same project if possible. The output of the appraisal is a list of issues, which have been assessed, and a recommendation for funding. The checklist is signed by the appraising desk officer and attached to the appropriation document. The checklist for appraisal is attached in annex 2.

The grant must be created in the PDB. The form is available in the “Grant” page, from where data to the appropriation note can be filled in. Subsequently, the project document/agreement must be inserted into the appropriation note.

The appropriation note (with the project documents/agreements and the appraisal checklist attached) is presented for approval and signed by the Head of Embassy. As a general rule the partner organisation should sign the project document/agreement before approval and signature by the Embassy.

All documentation must be filed at the Embassy as well as uploaded in PDB.

### 3.2. Registration in UMF-Rep

Registration of new commitments, including opening of new budget lines, budgets for commitments and disbursement budgets must take place in accordance with the “Management of funds in the South Group”<sup>5</sup>

For each minor project, a nine-digit budget account number must be created in UMF-Rep. The nine digit budget account consists of the seven digit account number for the LGA plus a two digit budget line to distinguish the individual projects in accordance with the chronological numbering of the individual projects.

### 3.3. Accounting and auditing

The general rules and regulations for accounting in connection with bilateral projects (cf. Aid Management Guidelines) also apply to grants allocated under the LGA. The application of these guidelines should, however, be determined in the light of the size and complexity of the

<sup>4</sup> Se Nordic Plus Practical Guide to Joint Financing Arrangements:

<http://amg.um.dk/en/technical-guidelines/joint-financing-arrangement/>

<sup>5</sup> [http://intranet/Redskaber/udvpol\\_redskaber/Finansielforvaltning/23.%20MFA%20guide%20to%20grants-Tilskudsvejledning/Sider/default.aspx](http://intranet/Redskaber/udvpol_redskaber/Finansielforvaltning/23.%20MFA%20guide%20to%20grants-Tilskudsvejledning/Sider/default.aspx)

project. The minimum requirements are stated in the Danida “General Guidelines for Accounting and Auditing”<sup>6</sup>

It is incumbent on the authorities of the recipient (the partner organisation) to submit the final audited accounts within six months after completion of an activity or after the expiry of the agreement. The audited accounts must show a final balance for the total grant disbursed in accordance with the agreement. Any balance in Denmark’s favour, including accrued interest if any, must at the same time be repaid to the Danish authorities.

Responsibility rests with the recipient to ensure that accounts are rendered in a timely and proper manner in accordance with the project agreement and applicable rules and regulations. A chartered accountant must carry out the audit according to international accounting standards (i.e. INTOSAI/ISA).

### **3.4. Procurement of goods**

For procurement of goods, reference is made to [www.danidacontracts.dk](http://www.danidacontracts.dk). The project agreement must include a section on assets, including transfer of assets.

### **3.5. Corruption**

The corruption clause must be a part of the agreement and comply with Danida’s anti-corruption code of conduct. Furthermore, it must ensure that agreements and contracts with partners and suppliers entered into by the recipient include the Ministry of Foreign Affairs’ anti-corruption clause in the contract document.

### **3.6. Project completion**

Projects under the local grant authority are subject to the same handing-over rules as other development projects.

The recipient has fulfilled the obligations when a final audit report or final accounts including original vouchers, as applicable, and a project completion sheet have been received and approved by the Embassy.

In order to finalise the grant administratively, it is the responsibility of the Embassy to:

- a. Register the accounts or audit report received and approved by the Embassy in PDB in accordance with the Guidelines for the accounting module in PDB.
- b. Complete the Project Completion Sheet (PCS) as stipulated in annex 3.
- c. Settle the remaining balance of the commitment/allocation in UMF-rep, if any.
- d. Ensure that all documents have been uploaded in PDB and close the individual grant to the project by typing the completion date on the grant page.

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<sup>6</sup> <http://amg.um.dk/en/technical-guidelines/financial-management/accounting-and-auditing/>

## 4. ADMINISTRATIVE GUIDELINES FOR LOCAL CONSULTANCY SERVICES

### 4.1. Preparation and appropriation

Consultancy services by local **consultancy companies** and by local **individual consultants** are funded from different budgets, cf. section 2.1.

The Embassy shall administer the **LGA for local consultancy companies** in accordance with “LC-guidelines, Agreement on Local Consultancy Services” (October 2007)<sup>7</sup>.

The Embassy shall administer the **LGA for local individual consultants** in accordance with “Staff Rules and General Information for Advisers on Short Term Assignment (March 2009) (Available in T-Rex)<sup>8</sup>.

In all cases the Embassy must ensure that the contract clearly states that the adviser is responsible for declaring all applicable taxes to the national authorities and for all insurance issues (3<sup>rd</sup> party liability and illness/death of the consultant). The Embassy cannot assist consultants with applications for work permits, tax exemptions, insurance etc. The grants for both types of contracts are prepared as follows:

The appropriation document consists of an appropriation note with an attached contract, CV of the consultant(-s) and Terms of Reference, as relevant. A standard appropriation note is attached in Annex 4. Local consultancy services do not require the preparation of a project document and are not entered into PDB. For approval of the grant, the grant sheet (with 2 contracts signed by the contractee, CV and Terms of Reference attached) must be signed by the Head of Embassy or – in his/her absence – by the acting Head in accordance with the general rules of proxy. As a general rule the contractee should sign the contract before approval and signature by the Embassy.

The original appropriation document shall be filed by the Embassy.

### 4.2 Registration in UMF Rep

Reference is made to section 3.2.

### 4.3. Completion of a local consultancy contract

The contractee has fulfilled the obligations when the agreed output has been delivered and approved by the Embassy and an invoice together with accounts supported by original vouchers or audited report regarding reimbursable expenditures has been submitted to the Embassy. The accounts must show a final balance for the total amount disbursed in accordance with the agreement. Any balance in Denmark’s favour must at the same time be paid back to the MFA. The Embassy has completed the grant when the output and the accounts have been approved.

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<sup>7</sup> <http://amg.um.dk/en/management-tools/local-grant-authority/>

<sup>8</sup> [http://intranet/Redskaber/udvpol\\_redskaber/aidinstruments/tecnicaassistance/Sider/default.aspx](http://intranet/Redskaber/udvpol_redskaber/aidinstruments/tecnicaassistance/Sider/default.aspx)



# Annex 1: Standard project document/agreement

*Text in italics contains instructions and should not be included in the project document.*

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## PROJECT DOCUMENT

Regarding  
*State Project Title*

File No:

Date:

### 1. Parties to the project/activity:

*State name and address of implementing agency, contact person and contact details (hereafter referred to as state short name)*

and

The Danish Embassy/Department

*address*

*contact person and contact details*

### 2. Purpose code:

*State DAC purpose code.*

### 3. Description of the project/activity:

*Write summary description of the project/activity. A detailed description of the project may be attached as appropriate.*

### 4. Objectives and outputs of the project/activity:

*Where a project description has been annexed, the objectives and outputs stated here should be the same as those stated in the Annex.*

### 5. Indicators for measuring the achievement of objectives and outputs:

*State indicators for the objectives and outputs mentioned in article 4 above e.g. average income in target group, loan repayment rate etc. Where there is an annexed project description the indicators stated here should be the same as those stated in the Annex.*

### 6. Total budget:

*State all costs including information on man-months, salaries etc.:*

Budget:

1) *(State the main budget-lines)*

2) ...

**Sub-total**

Contingencies (*max. 10%*)

Audit

**Grand total**

*A detailed budget may be attached if appropriate.*

*Specify Danida's input to the total budget, if applicable.*

Funds cannot be transferred between the above budget lines without prior written approval from the Embassy. Expenditure beyond the total grant cannot be reimbursed to the *[implementing agency]*.

**7. Total input**

*State all sources and amounts of financing including recipient's contribution, Danida's contribution, other funding agencies' contributions and total contribution. This section may be merged with section 6 above.*

If any other contributions are made to activities funded under this agreement, this grant shall be reduced correspondingly.

**8. Previous Danida support:**

*Describe form and amount of any previous Danida support.*

**9. Time schedule**

*State expected start and finishing time (month and year).*

**10. Specific conditions to the project.**

*E.g. that material may not contain religious bias, that research clearance must be sought before a specific activity is started, etc.*

**11. General conditions:**

**11.1 Procurement of goods and services**

*Specify procurement arrangement to be applied.*

**11.2. Transfer of funds**

*Specify form and number of instalments and procedure for release of funds, incl. funds for contingencies and audit. Funds should be transferred from the Embassy in the currency of the budget, preferably the national currency.*

The funds shall be kept separate from other funds covering other activities. *[The implementing agency]* shall open a special bank account for this purpose only. However, in case of jointly financed project/basket arrangement with multiple donors funding the same activities there is no need for a separate account.

Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

### 11.3 Accounting requirements:

Accounts shall be kept in accordance with *(specify requirements. Alternatively, reference can be made to Danida's "General Guidelines for Accounting and Auditing of Grants" if attached as Annex)*.

The accounts shall be drawn up to the same level of detail as is done in the budget.

The total budget cannot be exceeded and shall be used for the agreed purposes only.

### 11.4 Financial reporting requirements.

Statement of accounts shall be submitted to the Embassy *(interval, minimum once a year)*.

A final statement of accounts/audit (covering the entire project period) shall be submitted *(date, maximum 3 months after completion of project)*.

Statement of accounts shall be drawn up to the same level of detail as is done in the budget (reflecting any agreed changes made). The statements shall clearly state the disbursements made by the Embassy as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible authority and shall include a bank statement and a bank reconciliation statement.

### 11.5. Unspent funds and interest

Any unspent balance or any savings of project funds shall be returned to the Embassy together with any interest accrued from the deposit of Danish funds. In case of jointly financed projects and basket arrangement where a single account is used by multiple donors interests accrued need not be returned.

### 11.6. Obligation to report on changes and irregularities

*[The implementing agency]* is obliged to inform the Embassy immediately if any changes, incl. overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.

### 11.7. Progress reporting requirements

Progress reports shall be submitted to the Embassy *(same interval as statements of accounts)*.

A Project Completion Sheet shall be submitted to the Embassy no later than *(same date as final financial statement)*.

### 11.8. Audit requirements

*Specify audit arrangements.*

### 11.9. Anti-corruption clause

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate cancellation of this agreement and for such additional action, civil and/or criminal,

as may be appropriate. At the discretion of the Royal Danish Embassy, a further consequence of any such practise can be the definite exclusion from any projects funded by the Danish Embassy.

11.10 Child labour clause

The authority, organisation and/or consultant shall abide by the local laws and by applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions.

The authority, organisation and/or consultant shall ensure that no one under 14 years of age or the age of the end of compulsory schooling in that area, whichever is lower, is engaged by the authority, organisation and/or consultant or anyone working or acting under the authority of the authority, organisation and/or consultant.

On behalf of  
*Implementing Agency*

On behalf of  
The Royal Danish Embassy

Place and date -----

-----

Signature -----

-----

Name/title -----

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## Annex 2: Checklist for appraisal

*The checklist is signed by the appraising desk officer of the Embassy and attached to the grant documents.  
Comments and reservations, if any, may be added below each issue.*

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### Checklist for appraisal

File number: \_\_\_\_\_

Project Name \_\_\_\_\_

Amount requested/period \_\_\_\_\_

- The project complies with the Instructions and Guidelines for the Local Grant Authority;
- The project is found feasible and an adequate response to the problems identified;
- The project/outcome is found to be sustainable and is in line with the national policies for poverty reduction;
- The project is found sound budget-wise;
- The project is found realistic in its time-schedule;
- The project activities are manageable by the executing partner;
- Other donors to the same project have been consulted and possible harmonised common procedures for funding and monitoring have been explored;
- The executing partner is found to have the capacity to properly manage and report on the funds for the project;
- Risks involved have been considered and risk management integrated in the project document
- The applicant organisation is found to be legally established and have audited annual accounts and annual meetings (only relevant for civil society organisations).
- In conclusion, the project can be recommended for approval: yes no

Place and date: \_\_\_\_\_

Signature and stamp of desk officer \_\_\_\_\_

## ANNEX 3: PROJECT COMPLETION SHEET

### OBJECTIVES

Project Completion Sheets (PCS) have the *double purpose* of

- providing documentation for the use of Danish funds in accordance with general principles for financial management of public resources;
- generating lessons learned of general interest to future Danida-funded activities.

### RESPONSIBILITY

- **The Head of Representation/Head of Department** signs the final report. The Representation/responsible department is responsible for entering the reports into the Programme and Project Data Base (PDB) and for informing the Department of Quality Assurance and Financial Management for Development Cooperation (KVA) ([kvapcr@um.dk](mailto:kvapcr@um.dk)) by e-mail that the programme or project is completed and final accounts have been uploaded<sup>9</sup>.
- **Evaluation Department** is responsible for screening incoming reports regarding quality and format and may decide to require further elaboration by the Representation. The Embassy changes the status of the programme or project in PDB to 'completed' when both the PCR and audited final accounts have been uploaded, and final accounts have been approved by a chief financial officer at the embassy (programme countries) or KVA (non programme countries).

After the accounts have been finalised and audited, the sheet must be entered into PDB at latest *six months after* the end of the programme, project or component phase.

### FORMAT:

- Please use the attached format.



Format 3

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<sup>9</sup> PCSs for components should be entered into PDB under the project. In the mail to the Evaluation Department the file number and the UMF Account number should be indicated. Paper versions of the reports are not needed nor accepted.

## Annex 4: Appropriation note for local consultancy services

### REPRESENTATION

File No. Representation/Department Date

**APPROPRIATION DOCUMENT REGARDING LOCAL CONSULTANCY SERVICES  
BY [CONSULTACY COMPANY/INDIVIDUAL ADVISER – delete as appropriate]**

1. GRANT NO.: [Embassy/year/appropriation type/number]
2. COUNTRY:
3. OBJECTIVE(-S)
4. NAME AND CONTACT  
DETAILS OF CONTRACTEE:
5. DATE OF CONTRACTING:
6. DURATION OF CONTRACT:
7. TOTAL BUDGET FOR  
CONTRACT (DKK):
8. FEE (DKK):
9. FINANCE ACT NO.:
10. UMF ACCOUNT NO.: XXX..XXXX.XX
11. OFFICER IN CHARGE:

ATTACHED COPY OF THE CONTRACT, TERMS OF REFERENCE AND CV(-S)

Date: \_\_\_\_\_

\_\_\_\_\_  
HEAD OF EMBASSY

\_\_\_\_\_  
\_\_\_\_\_

