General Information

Fund	MPTF_00249: Complex Risk Analytics Fund (CRAF'd)
FMP Record	MPTF_00249_00012: Strengthening the CRAF'd Data Ecosystem for More Effective Crisis Action
MPTFO Project Id	
Start Date	
End Date	

Applicants	Status	Contact Type	Name	e-mail	Position	Telephone	Skype
	Active: 14-Apr-2023 9:43:00 AM	Project Manager	Mirjam Sørli	mirjam.sorli@nrc.no	ProManager for UN Reform & Women, Peace and Security		

Signatories	Signature Process	Role	Name of Organization	Name	User Email
	Digital	Signatory	NRC: Norwegian Refugee Council	Mirjam Sørli	mirjam.sorli@nrc.no

Contacts	Contact Type	Name	e-mail	Position	Additional e-mail	Telephone	Skype
	No data available.						

Description	The goal of this project is to foster a **sustainable, scalable, and well-governed ecosystem** among stakeholders involved in crisis action, with a focus on leveraging data to reach people in crisis-affected and fragile contexts **earlier, faster, and in a more targeted and dignified way**. The project will facilitate **sustainable connections** between data providers, practitioners, policy experts, researchers, and other stakeholders in the CRAF'd by convening **conferences** and **events**, providing **capacity building**, conducting **research** and **analysis**, and supporting the development of **local data ecosystems** and **communities of practice.** The expected outcomes of the project include **deeper knowledge**, increased **sustainability**, improved **applicability**, greater **diversity of perspectives**, and a more **strategic approach** to data-driven anticipation, prevention, and response to complex risks. In this project, **NORCAP** will play a crucial role as a **small grants manager** to support the implementation of CRAF'd ecosystem activities. As a grants manager, NORCAP's main responsibility will be to **manage small grants** and **contracts** to ecosystem partners who will be entrusted with implementing the chosen activities. In doing so, NORCAP will **work closely with CRAF'd and stakeholders** to enable **conferences** and **events** aimed at providing **capacity building**, conducting **research** and **analysis**, and supporting the development of **local data ecosystems** and **communities of practice** for data-driven crisis action. NORCAP, as part of the **Norwegian Refugee Council** (NRC), has a **strategic objective** to improve the **effectiveness** of multilateral institutions and responses, with a specific focus on **enabling multilateral institutions** and **national actors** to use **data** and **new technologies** for **evidence-based decision making**. This strategic alignment makes NORCAP a suitable partner within the CRAF'd ecosystem.

Universal Markers	Gender Equality Marker	Risk
	• GEM2 - GEWE is a significant objective of the Key Activity's overall intent	• Low Risk

Optional Markers	Fragile Context	• Yes

Fund Specific Markers	Funding Window / Direct Cost	**Funding Windows** • Window B: Knowledge & Capacity Building – E.g., conferences, workshops, talks, trainings, publications (scientific reports, best-practices, guidelines, etc.), media productions. These serve to promote the competent use of data.
	Call for Proposals / Round	**2022** • Ecosystem Support Activities

Geographical Scope	Geographical Scope	Name of the Region	Region(s)	Country
	• Global/Interregional		• Oceania • Americas • Africa • Asia • Europe • Antarctica	

Participating Organizations and their Implementing Partners	Participating Organizations	Government/ Multilateral/ NGO/ Other	New Entities	Implementing Partners
			• NRC - Norwegian Refugee Council	To be determined.

Programme and Project Cost	Participating Organization	Amount (in USD)	Comments
	Budget Requested		
	NRC	$500,000	
	Total Budget Requested	**$500,000**	
	Tranches		
	Tranche 1 (100%)		
	NRC: Total:	$500,000 $500,000	
	Other Sources (Parallel Funding)		
	Total	**$500,000**	
Thematic Keywords			
Programme Duration	**Anticipated Start Date**	01-Aug-2023	
	Duration (In months)	16	
	Anticipated End Date	01-Dec-2024	

Narratives

Title	Text
Executive Summary	This project aims to strengthen the **CRAF'd ecosystem** that enhances crisis response in crisis-affected and fragile settings to **reach people earlier, faster and in a more targeted and dignified way**. Currently, a fragmented data landscape, siloed work, and lack of coordination in investment and capacity pose challenges to impactful crisis action. By building **connections between different stakeholders** and **coordinating efforts and investments**, the project seeks to address these challenges and promote collaboration among actors. The expected outcomes of the project include **deeper knowledge**, increased **sustainability**, improved **applicability**, greater **diversity of perspectives**, and a more **strategic approach** to data-driven anticipation, prevention, and response to complex risks. By strengthening a **scalable, sustainable, and well-governed CRAF'd data ecosystem**, the project will **create synergies** and **bring data-driven approaches to scale**, **enhancing the effectiveness** of international crisis response. Ultimately, the project aims to drive greater resilience and stronger support to people and the planet in pursuit of the Agenda 2030. In this project, **NORCAP** will play a crucial role as a **small grants manager** to support the implementation of CRAF'd ecosystem activities. As a grant manager, NORCAP's main responsibility will be to **manage small grants** and **contracts** to ecosystem partners who will be entrusted with implementing the chosen activities. In doing so, NORCAP will **work closely with CRAF'd and stakeholders** to enable **conferences** and **events** aimed at providing **capacity building**, conducting **research** and **analysis**, and supporting the development of **local data ecosystems** and **communities of practice** for data-driven crisis action. NORCAP, as part of the **NRC**, has a **strategic objective** to improve the **effectiveness** of multilateral institutions and responses, with a specific focus on **enabling multilateral institutions** and **national actors** to use **data** and **new technologies** for **evidence-based decision making**. This strategic alignment makes NORCAP a suitable partner within the CRAF'd ecosystem.
Background and General Relevance	The current state of data-driven crisis response is fraught with challenges, including a **lack of coordination and collaboration** among stakeholders, a **fragmented data landscape**, and a **shortage of high-quality data**, **knowledge**, and **capacity** to respond to crises. These issues, compounded by insufficient insights into complex risks, have led to negative outcomes for affected populations and hindered effective decision-making. In response to these challenges, the proposed project aims to **strengthen a scalable, sustainable, and well-governed ecosystem** that fosters **synergies** and brings data-driven approaches to **scale**. By building connections between different stakeholders and coordinating efforts and investments, the project seeks to ensure that data and analytics enable better insights into complex risks in crisis-affected and fragile settings. This approach will enhance **evidence-based decision- and policy-making**, including **resource allocation** decisions by major multilateral financing instruments, and guide operational planning and programming processes. As such, the project's overarching goal is to **drive greater resilience** and stronger support for people and planet in pursuit of **Agenda 2030**. To achieve this goal, the project will support CRAF'd efforts through managing funds to enable a range of activities, including convening **conferences**, **events,** and **workshops** to link up data providers, practitioners, policy experts. Additionally, the project will provide **capacity building**, conduct **research** and **analysis**, and support the development of **local data ecosystems** and **communities of practice**. By taking these steps, the project aims to promote **collaboration** and create **synergies** among CRAF'd ecosystem partners and bring data-driven approaches to scale.

Theory of Change	**The underlying assumption for this project is that humanitarian, development, and peace operations are less effective than they could be**, in part because: • Data gaps and lacking data literacy impair the generation of earlier, faster, and more precise insights into complex risks. • Even when available, data-driven insights often do not translate into action. • Work on data and analytics often takes place in siloes, is insufficiently shared, or built from scratch. **If these assumptions remain in place, then the** logical framework **of this project would be:** **IF** NORCACP supports CRAF'd efforts in building a scalable, sustainable, and well-governed ecosystem, as a small grants manager by enabling **THROUGH** conferences, events, workshops, and trainings to link-up data providers, practitioners, policy experts, researchers and to share best practices, **AND THROUGH** capacity building, research and analysis, and the development of local data ecosystems and communities of practices, **THEN** this will enable better insights into complex risks in crisis-affected and fragile settings, inform evidence-based decision- and policymaking, including resource allocation decisions by major financing instruments, and guide operational planning and programming processes, **AND THEN** this will lead to earlier, faster, more targeted and dignified crisis action, driving greater resilience and stronger support to people and the planet in pursuit of the Agenda 2030, ultimately making a positive impact on the lives of those in crisis-affected and fragile settings.
Methodology	N/A
Alignment with and Commitment to CRAF'd Principles	The project aligns with the CRAF'd vision and principles in several ways: • Firstly, the project aims to strengthen a **scalable, sustainable, and well-governed ecosystem** that promotes collaboration and creates synergies to bring **data-driven approaches to scale**. This aligns with the CRAF'd focus on investing in outputs like data and analytics to create a well-governed ecosystem that can provide **better insights** into **complex risks** in **crisis-affected** and **fragile settings**. • Secondly, the project seeks to address the challenges of a **fragmented data landscape**, **siloed work**, and a **lack of coordination** in investment and capacity, which aligns with the CRAF'd assumption that humanitarian, development, and **peace operations are less effective** than they could be due to data gaps, lacking data literacy, and work on data and analytics taking place in siloes. • Thirdly, the project's approach aims to drive greater resilience and stronger support to people and the planet in pursuit of **Agenda 2030** when and where it matters most, which aligns with the CRAF'd long-term outcome of **informing evidence-based policymaking** and guiding operational planning and programming processes, including **resource allocation** decisions by major financing instruments.

CRAF'd Data Ecosystem Impact & Use Cases	Data ecosystem activities supported with small grants from NORCAP through this project could include, but are not limited to, the following: **Convening conferences, events, workshops, and trainings to link-up data providers, practitioners, policy experts and other stakeholders in crisis action:** • Host conferences or workshops to bring together data providers, practitioners, and policy experts from different form the humanitarian, peace, and development sectors to discuss common challenges, share best practices, and explore opportunities for collaboration. • Organize webinar series on specific topics related to data and analytics in crisis-affected and fragile settings, featuring experts from different organizations and countries. **Conducting research and analysis:** • Develop a research agenda to identify key gaps in data collection, analysis, and use in crisis-affected and fragile settings. • Conduct desk reviews and primary research to identify best practices and case studies on effective data ecosystems and use of data in humanitarian, development, and peace operations. • Analyze existing data sets to generate insights into complex risks and inform evidence-based decision-making and programming processes. **Supporting the development of local data ecosystems and communities of practices** • Facilitate the establishment of local data ecosystems and communities of practice to promote collaboration and knowledge sharing among data providers, practitioners, and policy experts. • Support the development of standards and protocols for data collection, management, and use in crisis response, in collaboration with local stakeholders. • Develop networks of data providers, including government agencies, non-governmental organizations, and private sector actors, to ensure comprehensive coverage of data sources. **Providing capacity building support:** • Facilitate training programs to build the capacity of (local) organizations and data providers on data collection, analysis, and visualization techniques. • Offer mentorship and coaching programs to help organizations and individuals build their skills in data and analytics. • Develop and disseminate training materials on data management, analysis, and visualization, tailored to the needs of different audiences (e.g., humanitarian organizations, local governments, community-based organizations).
Sustainability	The project will ensure that its activities are contributing to a **sustainable ecosystem** in several ways: • The project will establish and/or leverage **strategic partnerships** and **networks** with relevant stakeholders **across sectors** and **geographies** to ensure the sustainability of the data ecosystem. This will include collaborating with other organizations working on data and analytics in crisis-affected and fragile settings, as well as forming and/or leveraging existing partnerships with **local governments** and **community-based organizations.** • The project will support **research** and **analysis** to identify **gaps in data** collection, analysis, and use in crisis-affected and fragile settings. This will enable the project to develop a **research agenda** that guides future work in this area, ensuring efforts are focused on areas where they are most needed and can have the greatest impact. • The project will facilitate the establishment of **local data ecosystems** and **communities of practice**, fostering **collaboration** and **knowledge-sharing** among data providers, practitioners, and policy experts. By creating a network of actors that can continue to work together after the project is completed, the project will ensure a sustained improvement in the coordination, usage, and quality of data. • The project will support the development of **standards** and **protocols for data collection**, **management**, and **use** in crisis response. This will ensure that data is collected and used consistently and effectively across different organizations and sectors, enabling the sharing of data and knowledge among actors, and leading to a sustained improvement in the quality and availability of data.
Scalability	Whenever possible, we will encourage project partners to collaborate with **existing networks**, including (local) **civil society organizations**, **academia**, and **private sector actors**, to create **synergies** and **scale up effects**. By leveraging existing CRAF'd and NORCAP partner networks, the project can tap into broad partnership network and expertise, build on **existing capacities**, and **reduce duplication** of efforts.
Innovation	By bringing together data providers, practitioners, policy experts from **across the humanitarian, peace and development sectors**, the project can create a space for **cross-sectoral collaboration** and **learning**, which can lead to **innovative approaches** to data collection, management, and use in crisis-affected and fragile settings. This collaboration can also promote the use of **new** and **innovative technologies** for data collection, analysis, and visualization, such as using mobile devices, remote sensing, and artificial intelligence.
Cost Effectiveness	The project has been designed with a lean administrative structure to **reduce overhead costs**. To efficiently allocate funds for ecosystem activities, small grants will be provided to project partners with **low transaction costs**. We will encourage co-funding to lessen the financial burden. To achieve this, partnering with different organizations and institutions to **leverage networks** and **resources** will be explored to share costs. With multiple funding sources, the project can also ensure its sustainability beyond the funding period.

SDG Targets

Target	Description
Main Goals	
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	
TARGET_17.16	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

SDG Indicators

Indicator Code	Description
C171601	17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals

Contribution to SDGs

Participating Organization	% TARGET_17.16	% Total
NRC	100	100
Total contribution by target	100	
Project contribution to SDG by target	100	100

List of documents

Document	Document Type	Document Source	Document Abstract	Document Date	Classification	Featured	Status	Modified By	Modified On
No data available.									

Project Results

Outcome	Output	Description
MEDIUM TERM: Deeper knowledge, increased sustainability, improved applicability, greater diversity of perspectives, and a more strategic approach to data-driven anticipation, prevention, and response to complex risks.		
	Training programs facilitated building the capacity of stakeholders on complex risks analytics.	

Activities				
Title	Description	Lead Participating Organization	Participating Organization	Other Organizations
N/A	NORCAP will play a crucial role as a small grants manager to support the implementation of CRAF'd ecosystem activities. As a grants manager, NORCAP's main responsibility will be to manage small grants and contracts to ecosystem partners who will be entrusted with implementing the chosen activities			N/A

Outcome	Output	Description
	Research, studies, and analysis conducted to identify key gaps in data collection, analysis, and use in crisis-affected and fragile settings.	

	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	N/A	NORCAP will play a crucial role as a small grants manager to support the implementation of CRAF'd ecosystem activities. As a grants manager, NORCAP's main responsibility will be to manage small grants and contracts to ecosystem partners who will be entrusted with implementing the chosen activities			N/A

Outcome	Output	Description
MEDIUM TERM: Improved evidence-based decision- and policy-making, and enhanced operational planning and programming processes, including resource allocation by major financing instruments.		
	Conferences, events, workshops, and trainings conducted to link-up data providers, practitioners, policy experts, researchers.	

	Activities				
	Title	**Description**	**Lead Participating Organization**	**Participating Organization**	**Other Organizations**
	N/A	NORCAP will play a crucial role as a small grants manager to support the implementation of CRAF'd ecosystem activities. As a grants manager, NORCAP's main responsibility will be to manage small grants and contracts to ecosystem partners who will be entrusted with implementing the chosen activities			N/A

Outcome	Output	Description
	Local data ecosystems and communities of practice established to promote collaboration and knowledge sharing among data providers, practitioners, and policy experts.	

Outcome	Output	Description
	Activities	

	Title	Description	Lead Participating Organization	Participating Organization	Other Organizations
	N/A	NORCAP will play a crucial role as a small grants manager to support the implementation of CRAF'd ecosystem activities. As a grants manager, NORCAP's main responsibility will be to manage small grants and contracts to ecosystem partners who will be entrusted with implementing the chosen activities			N/A

Outcome	Output	Description
LONG TERM Earlier, faster, more targeted and dignified crisis action that drives greater resilience and stronger support to people and the planet in pursuit of the Agenda 2030, ultimately making a positive impact on the lives of those in crisis-affected a		
	No outputs available.	

Signature Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
No signature indicators available.												

Imported Fund Outcome / Output Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
Project partners involved in the implementation of the project.		This indicator aims to measure the number project partners ('participating organizations' and 'implementing partners') involved in the implementation of the project.	Internal tracking.	Capacity	Yearly	Global	Number	0	2023	15	2024	**Outcome:** LONG TERM Earlier, faster, more targeted and dignified crisis action that drives greater resilience and stronger support to people and the planet in pursuit of the Agenda 2030, ultimately making a positive impact on the lives of those in crisis-affected a

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
	Project partners from fragile and/or crisis-affected settings.	This sub-indicator aims to measure the number project partners specifically from fragile and/or crisis affected setting directly (participating organizations) and indirectly (implementing partners) involved in the management of the project.	Internal tracking.	Capacity	Yearly	Global	Number	0	2023	5	2024	
Knowledge and capacity building Initiatives conducted as part of the project.		This indicator aims to measure the provision of knowledge and capacity building initiatives by the project to stakeholders. The indicator reflects the extent to which the project has supported the development of skills, knowledge, and expertise related to the project's goals and objectives.	Internal tracking.	Beneficiaries	Yearly	Global	Number	0	2023	10	2024	**Outcome:** MEDIUM TERM: Deeper knowledge, increased sustainability, improved applicability, greater diversity of perspectives, and a more strategic approach to data-driven anticipation, prevention, and response to complex risks. **Output:** Training programs facilitated building the capacity of stakeholders on complex risks analytics.
Participants in knowledge and capacity initiatives as part of this project.		This indicator aims to measure the number of individuals who have participated in knowledge and capacity building initiatives provided by the project. The indicator reflects the extent to which the project has engaged stakeholders in the development of skills, knowledge, and expertise related to the project's goals and objectives.	Surveys, registration statistics.	Beneficiaries	Yearly	Global	Number	0	2023	500	2024	**Outcome:** MEDIUM TERM: Improved evidence-based decision- and policy-making, and enhanced operational planning and programming processes, including resource allocation by major financing instruments. **Output:** Conferences, events, workshops, and trainings conducted to link-up data providers, practitioners, policy experts, researchers.

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
	Non-male participants in knowledge and capacity initiatives as part of this project.	This sub-indicator aims to measure the number of non-male individuals who have participated in knowledge and capacity building initiatives provided by the project.	Surveys, registration statistics.	Beneficiaries	Yearly	Global	Number	0	2023	250	2024	
	Participants from fragile and crisis-affected settings in knowledge and capacity initiatives as part of this project.	This sub-indicator aims to measure the number of individuals from fragile and crisis affected settings who have participated in knowledge and capacity building initiatives provided by the project.	Surveys, registration statistics.	Beneficiaries	Yearly	Global	Number	0	2023	100	2024	
	Non-male participants from fragile and crisis-affected settings in knowledge and capacity initiatives as part of this project.	This sub-indicator aims to measure the number of non-male individuals from fragile and crisis affected settings who have participated in knowledge and capacity building initiatives provided by the project.	Surveys, registration statistics.	Beneficiaries	Yearly	Global	Number	0	2023	50	2024	

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
Publications produced as part of this project.		This indicator aims to measure the number and quality of publications produced by the project, which may include scientific reports, best practices, guidelines, and other types of knowledge products. The indicator reflects the extent to which the project has generated new knowledge, shared best practices, and disseminated findings related to the project's goals and objectives.	Internal tracking.	Capacity	Yearly	Global	Number	0	2023	2	2024	**Outcome:** MEDIUM TERM: Deeper knowledge, increased sustainability, improved applicability, greater diversity of perspectives, and a more strategic approach to data-driven anticipation, prevention, and response to complex risks. **Output:** Research, studies, and analysis conducted to identify key gaps in data collection, analysis, and use in crisis-affected and fragile settings.

Project Indicators

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
Organizations participating in capacity initiatives as part of this project.			Internal tracking.	Capacity	At closure	Global	Number	0	2023	25	2024	**Outcome:** LONG TERM Earlier, faster, more targeted and dignified crisis action that drives greater resilience and stronger support to people and the planet in pursuit of the Agenda 2030, ultimately making a positive impact on the lives of those in crisis-affected a

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
	Non-male let organizations participating in capacity building initiatives as part of this project.			Capacity	At closure	Global	Number	0	2023	10	2024	
	Organizations from crisis affected and fragile settings participating in capacity building initiatives as part of this project.			Capacity	At closure	Global	Number	0	2023	10	2024	
	Non-male let organizations from crisis affected and fragile settings participating in capacity building initiatives as part of this project.			Capacity	At closure	Global	Number	0	2023	5	2024	
Events conducted as part of this project.				Capacity	At closure	Global	Number	0	2023	3	2024	**Outcome:** MEDIUM TERM: Improved evidence-based decision- and policy-making, and enhanced operational planning and programming processes, including resource allocation by major financing instruments. **Output:** Conferences, events, workshops, and trainings conducted to link-up data providers, practitioners, policy experts, researchers.
	No components available.											

Indicator Title	Component Title	Description	Means of Verification	Category	Cycle	Scope	Value Type	Baseline Value	Baseline Year	Target Value	Target Year	Linked Outcome / Output
Participants in events as part of this project.				Capacity	At closure	Global	Number	0	2023	3000	2024	**Outcome:** MEDIUM TERM: Improved evidence-based decision- and policy-making, and enhanced operational planning and programming processes, including resource allocation by major financing instruments. **Output:** Conferences, events, workshops, and trainings conducted to link-up data providers, practitioners, policy experts, researchers.
	Non-male participants in events as part of this project.			Capacity	At closure	Global	Number	0	2023	1500	2024	
	Participants from fragile and crisis-affected settings in events as part of this project			Capacity	At closure	Global	Number	0	2023	1000	2024	
	Non-male participants from fragile and crisis-affected settings in knowledge and capacity initiatives as part of this project.			Policy	At closure	Global	Number	0	2025	500	2024	

Risks

Event	Category	Level	Likelihood	Impact	Mitigating Measures	Risk Owner

SUSTAINABILITY: Activities are failing to result in sustainable structures or lasting impact on the community around complex analytics.	• Strategic	Medium	Possible	Moderate	Ensure that the events, trainings etc., follow a clear concept and establish long-term communication channels / platform for engagement.	NORCAP, CRAF'd and project partners
SUSTAINABILITY: Sustainability risks may arise due to the availability of funding, changes in policy priorities, or disruptions in partnerships, which can impact the long-term scalability and sustainability of the activities.	• Strategic	Medium	Possible	Moderate	Ensure project partners have a sustainable funding strategy with diverse funding sources for longer-term commitments and agree on mechanisms to address changes in the project's sustainability landscape.	NORCAP, CRAF'd and project partners
INCLUSIVITY: Activities fails to include actors from fragile and crisis-affected settings.	• Political	Medium	Likely	Major	Ensure that activities actively target / mobilize actors from fragile and crisis-affected settings. If not already included in the design of activities, encourage partners to include inclusive policies, targeting and outreach campaigns to ensure inclusivity.	NORCAP, CRAF'd and project partners
CONTEXT: Complex political, social, and cultural dynamics in crisis-affected and fragile contexts may result in potential resistance, mistrust, or conflicts among stakeholders during implementation of some activities.	• Operational	Medium	Likely	Moderate	Conduct thorough context assessments, engage in local partnerships, and adapt project strategies based on the evolving context to mitigate these risks.	Project partners

Budget by UNSDG Categories: Over all

Budget Lines		NRC (7%) *	Total
1. Staff and other personnel			$0
2. Supplies, Commodities, Materials			$0
3. Equipment, Vehicles, and Furniture, incl. Depreciation			$0
4. Contractual services		$235,000	$235,000
5. Travel			$0
6. Transfers and Grants to Counterparts		$232,290	$232,290
7. General Operating and other Direct Costs			$0
Project Costs Sub Total		**$467,290**	**$467,290**
8. Indirect Support Costs		$32,710	$32,710
Total		**$500,000**	**$500,000**

Budget by UNSDG Categories: 2023

Budget Lines	Fiscal Year *	Description	NRC (7%) *	Total
1. Staff and other personnel	2023			$0
2. Supplies, Commodities, Materials	2023			$0
3. Equipment, Vehicles, and Furniture, incl. Depreciation	2023			$0
4. Contractual services	2023		$100,000	$100,000
5. Travel	2023			$0
6. Transfers and Grants to Counterparts	2023		$100,000	$100,000
7. General Operating and other Direct Costs	2023			$0
Project Costs Sub Total			**$200,000**	**$200,000**
8. Indirect Support Costs			$14,000	$14,000
Total			**$214,000**	**$214,000**

Budget by UNSDG Categories: 2024

Budget Lines	Fiscal Year *	Description	NRC (7%) *	Total
1. Staff and other personnel	2024			$0
2. Supplies, Commodities, Materials	2024			$0

Budget Lines	Fiscal Year *	Description	NRC (7%) *	Total
3. Equipment, Vehicles, and Furniture, incl. Depreciation	2024			$0
4. Contractual services	2024		$135,000	$135,000
5. Travel	2024			$0
6. Transfers and Grants to Counterparts	2024		$132,290	$132,290
7. General Operating and other Direct Costs	2024			$0
Project Costs Sub Total			**$267,290**	**$267,290**
8. Indirect Support Costs			$18,710	$18,710
Total			**$286,000**	**$286,000**

Performance-based Tranches Breakdown

Tranche	Tranche %	NRC	Total
Tranche 1	100%	$500,000	$500,000
Total		**$500,000**	**$500,000**

Programme Outcome Costs

Outcome	Output	Activity	Implementing Agent	Time Frame
No data available.				

Signatures

NRC: Norwegian Refugee Council (Digital)	
Mirjam Sørli	████████
Project Manager	████████
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	████ 04-07-2023

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