FINAL REPORT
Organisational Review of Atlas Alliance

NORDIC CONSULTING GROUP—NCG SWEDEN AB

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Organisational Review of Atlas Alliance

Assignment carried out for Norad by

Nordic Consulting Group—NCG Sweden AB

Team Leader: Ananda S. Millard, PhD
Team Member: Basil Kandyomunda
                 Suzana Zivkovic
QA: Ulf Färnsveden

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Acronyms and Abbreviations

ACAMO	Association of Blind and Partially Sighted of Mozambique
DPO	Disabled Persons' Organisations
FAMOD	Forum das Organizações de Pessoas com Deficiência
FFO	The Norwegian Federation of Organisations of Disabled Persons
LNOB	Leave No One Behind
NABP	The Norwegian Association of Blind and Partially sighted
NAD	The Norwegian Association of Disabled
NCG	Nordic Consulting Group
NFU	The Norwegian Association for Persons with Intelectual Disabilities
NGO	Non-Governmental Organisations
Norad	The Norwegian Agency for Development Cooperation
PWD	People With Disabilities
RHF	The Norwegian Association for Spina Bifida and Hydrocephalus
ToC	Theory of Change
TOFI	Together for Inclusion
ToR	Terms of Reference

Executive Summary

This Review covers the work of Atlas Alliance. The review focuses explicitly on broader aspects of the organisation and its Secretariat, and the specific work conducted through Atlas Alliance organisations and partners in Mozambique and Uganda. The Review focuses on organisational structure, governance, financial/administrative management and cost-effectiveness, partnership and civil society strengthening of the grant recipient. This has been done by exploring four specific organisational abilities (Be, Organise, Do and Relate). This report provides recommendations that aim to improve planning and follow-up by Norad and by the grant recipient.

The review was conducted between June and November 2022 by a team of consultants representing NCG Sweden.

The main findings emerging from the assignment are detailed below.

Ability to be: Atlas Alliance has both a clear identity and structure. It is able to represent the Atlas Alliance organisations and effectively meet the demands of the donor, including clear policies and guidelines for staff and partner organisations. Financially too, the organisation is in good standing.

The organisation has been growing rapidly recently, and this has been well handled. Communication with and learning from the Atlas Alliance organisations and partners is one area where improvement could be sought. It is important that the secretariat maintain its role as a representative of, and facilitator for, the Atlas Alliance organisations and not become an organisation in its own right.

Ability to organise: Atlas Alliance has robust financial mechanisms and effective auditing systems. This is also true of the Atlas Alliance organisations and partners as pertains the Norad funding. Challenges encountered in years past have been addressed.

Ability to do: Atlas Alliance has been able to support the strengthening of the sector and support their constituency (persons with disability) through the programmes funded. However, there are questions about how effective all activities have been and the degree to which these could have been even stronger through improved critical reflection.

Ability to Relate: Atlas Alliance includes a wide range of organisations and partners who note they have benefited from the existence of the alliance. The data shows that, by and large, the secretariat is able to support the Atlas Alliance organisations and partners effectively. However, there are instances where the Atlas Alliance secretariat has not shown a clear understanding of challenges faced by partners and Atlas Alliance organisations in the global south. A stronger dialogue that is more receptive could be valuable.

Recommendations for Atlas Alliance:

1. Atlas Alliance needs to explore, with more attention, the use of mechanisms to ensure improved communication and dialogue with the Atlas Alliance organisations and focus attention on an improved understanding of local partner organisations in the global south, their contexts and realities. Such an approach will serve to improve the way that Atlas Alliance can support the Atlas Alliance organisations and ensure that programmes attain their objectives.

2. Although programme design has been considered very inclusive thus far, it is less clear how much focus has been placed on synergising support/activities conducted. Ensuring

that the intervention benefit from the collective knowledge of the Atlas Alliance organisations and partners should be a priority in project design.

3. Budgets should ensure that qualified staff can be secured, both men and women (aligned with local salary expectations and revision of pay gaps). Salaries should serve to ensure that qualified staff can be secured and retained.

4. Support to ensure that reporting by global south counterparts and Atlas Alliance organisations is realistic (the capacity to conduct reporting is available) and meaningful (reporting will be used to improve programming).

5. Ensure that gender is mainstreamed into all activities conducted in a systematic and robust manner. This includes the need to understand the gender implications of different disabilities in different contexts. This will serve to ensure alignment with gender approaches supported by Norway.

6. Qualitative assessments of the indicators collected are essential. Without this, it is not very clear what has been achieved. The process of systematic qualitative assessment will also be critical to improving programming. The question is not only about improving coverage, but what does the improvement in coverage mean? Securing this data will require a keen focus on a change mechanism that targets local conditions and a set of tools that periodically explores whether or not the change mechanism identified is delivering as expected. This approach requires that partners and implementors on the ground develop a reflective approach to the work conducted. This type of nuance deserves attention in annual reporting.

7. Assess the reporting mechanisms used by partners and invest in attempting to find a way that a) meets Atlas's own contractual requirement obligations and b) reduces double reporting that different partners have to do.

8. Enter an honest dialogue with the donor about the challenges of supporting the disability sector and the realities faced to ensure that there is a collective understanding of what can be expected in the different contexts and what it will take to achieve certain objectives (time and financial resources).

Recommendations for Norad

1. Consider working with Atlas Alliance to develop a programme that can be sustainable (will be nested within a social protection national structure and maintained through said structure) and which provides a baseline on disability (demographic and type of disability data) that has national coverage in the countries where work is done. This will enable more accurate targeting to see where what type of support is most needed.

2. Consider supporting a Phased Monitoring and Evaluation effort which takes into account the time needed to effectively train counterparts, the capacity (person power and resources such as IT or network) needed to maintain the chosen system and focuses specific attention on the development of feedback loops that serve to ensure that staff on the ground are keenly reflecting on their experiences on the ground and are encouraged to adapt interventions as may be needed. Such a system would require the following:

    a. Considerable resources are invested in monitoring, which in turn could mean, for example, the need for additional staff on the ground to ensure that needed information is being collected.

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b. A review or evaluation of what is being achieved with the online capacity development effort – is it achieving the expected result? How can it be improved? What resources will be needed to improve it if the improvement is needed?

c. Support for a clear feedback loop which encourages reflection. This may mean an organisational shift in thinking for many actors where discussion and reflection are encouraged. Specifically, this could include, for example, a dialogue with on-the-ground partners to determine which data is most needed and most useful for them at this time to inform programming. Such a process of priority setting could then lead to the collection of a more limited data set for an interim period (1 year) but would enable partners to collect and actively use the information, which in turn would serve to validate the monitoring and evaluating for the planning process. Such a process would mean that Norad may not have a full data set from the start, but the trade-off would be that end users do not see monitoring as a reporting effort but as a planning and adjustment effort.

3. Recognise that corruption is a reality and that this can, at times, despite best efforts, affect activities funded. While it is important that when funds can be recovered, they are recovered, care should be taken to ensure that the return of funds does not render organisations non-operational, as this ultimately has an impact on the beneficiary groups.

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1. Introduction

1.1 Background and Scope of Review

Organisational reviews form an integral part of Norad's grant management process and are usually commissioned in connection with the assessment of new applications. The reviews serve an important control and quality assurance function and should enable Norad to make informed decisions on the support provided and identify important dialogue opportunities and follow-up issues.

The support provided to Atlas Alliance denotes an effort on the part of the donor to place attention on concerns faced by persons with disabilities. Indeed, this was highlighted by the launch of the Strategy for Disability-Inclusive Development (2022-2025) in early 2022.[1]

The organisational review covered in this report (hereafter "the Review") focuses on Atlas Alliance, which currently holds three funding contracts with Norad. These are:

QZA-19/0256: Leave No One Behind (LNOB): This contract accounts for 355 million NOK and has a 2020-2024 lifecycle. It is a framework agreement between Norad and Atlas Alliance which enables the Atlas Alliance to coordinate and support six Norwegian Disabled Persons' Organisations (DPO) and one affiliated organisation in the planning, implementation, monitoring and reporting of a total of 34 projects in 13 countries and regions.

RAF-19/0044: Together for Inclusion (TOFI): This contract accounts for 494 million NOK and has a 2019-2022 lifecycle. This agreement enables Atlas Alliance to support Norwegian DPOs to cooperate with Norwegian Non-Governmental Organisations (NGOs) and support local DPOs across countries in Africa. The programme pursues three thematic areas 1) organizational capacity development and disability rights advocacy, 2) inclusive education, and 3) economic empowerment.

In addition, Norad has also funded the QZA-21/0066: Global Disability Summit (2022). This contract accounted for 5 million NOK and had a 2021-2022 lifecycle. While this has been an important event, the main focus of this Review has been on the previous two funding contracts as these provide for an improved response to the Review questions.

The Terms of Reference (ToR) for the Review are enclosed in *Annex A* of this report. The Review largely covers four abilities, with a focus on governance and management, including financial management and partnerships at multiple levels. The questions approved and responded to, which were refined during the Inception, and further detail on how these have been understood is detailed in the Evaluation Matrix (see Annex B).

1.2 Brief Presentation of Funding and Programmes

As noted in the previous sub-section, Atlas has received funding from three specific activity sets and two critical funding streams: Framework funding and the Together for Inclusion (TOFI) programme. These two funding streams, their budgets, and their areas of focus are presented below.

The current **framework funding** that Atlas Alliance receives from Norad is for a five-year period which extends from January 2020 until December 2024. It has a total budget of 354 750 000 NOK.

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[1] See https://www.regjeringen.no/globalassets/departementene/ud/dokumenter/planer/equality_strategy_2022.pdf

The funding was granted under a programme titled *Leave no one behind – Equal rights for persons with disabilities.*

The programme funding is part of a framework contract that includes the following partners: The Norwegian Association of Blind and Partially sighted (NABP); The Norwegian Association of Disabled (NAD); The Norwegian Federation of Organisations of Disabled Persons (FFO); The Norwegian Association for Persons with Intellectual Disabilities (NFU); The Norwegian Association for Spina Bifida and Hydrocephalus (RHF); The Youth Mental Health Norway and the Signo Foundation.

Geographically the funding is focused on Africa, specifically on the following countries: Angola, Kenya, Laos, Lebanon, Lesotho, Malawi, Mozambique, Nepal, Palestine, Tanzania, Uganda and Zambia.

The framework contract pursues the following five thematic areas:

1. Human Rights Advocacy.
2. Inclusive Education and Learning.
3. Health and Rehabilitation.
4. Economic Empowerment.
5. Disaster Risk Reduction and Humanitarian Response.

These themes are supported by the pursuit of the following six outcomes and corresponding impacts:

Impact 1: Persons with disabilities claim their rights and exert influence on matters that affect their lives.

- DPOs influence national and local decision-making processes.
- Girls and boys, women and men with disabilities benefit from national and local level programmes and services in target areas.

Impact 2: Girls and boys, women and men with disabilities, complete inclusive and equitable quality education and benefit from lifelong learning opportunities.

- DPOs take a leading role in collaborative advocacy for inclusive education and early childhood development at regional, national and sub-national levels.
- Girls and boys, women and men with disabilities, have access, participate and achieve inclusive education and early childhood development in target areas.

Impact 3: Girls and boys, women and men with disabilities, are better protected from situations of risk.

- Girls and boys, women and men with disabilities, and those at risk of developing disabilities benefit from inclusive health and rehabilitation services, including life skills training.

Impact 4: Persons with disabilities are economically independent.

- Women and men with disabilities have access to financial services on local, regional and national levels.
- Women and men with disabilities have increased incomes.
- Women and men with disabilities have access to social protection.

Impact 5: Girls and boys, women and men with disabilities, achieve and maintain maximum self-sufficiency and optimal functioning in interaction with their environments.

- DPO networks lead disability inclusion efforts in DRR and humanitarian response activities
- Duty bearers and mainstream actors recognise disproportionate risk and the unique contribution of persons with disabilities in their DRR and humanitarian efforts.

Impact 6 (Secretariat): (Secretariat) Strengthened support to promote human rights for persons with disabilities in partner countries.

- Enhanced capacity of the Atlas organisations in project planning, implementation, monitoring and evaluation.
- Enhance the capacity of the Atlas Alliance (Norwegian organisations, partner organisations, and Secretariat) to prevent and handle corruption.
- The Norwegian aid communities and politicians are well-informed on the importance of disability-inclusive development.

TOFI is a programme for which an agreement was signed in December 2019 and has a funding cycle which was originally due to end in December 2022. However, Atlas has applied for an extension until December 2024. The total funding allocation for the programme is 494 million NOK. Its regional focus is on Sub-Saharan Africa, specifically: Mozambique, Niger, Somalia, South Sudan, Uganda and Ethiopia. The Atlas Alliance organisations involved in this programme include NAD, NABP, NFU, FFO, RHF, and Youth Mental health Norway. It is noted that these partners are also part of the framework contract'/programme funding presented earlier. In addition, several NGOs are involved as "mainstreaming organisations." These include Save the Children Norway, Plan International Norway, the Stromme Foundation, ADRA Norway, SOS Children's Villages Norway, Norwegian Church Aid, YGlobal, the Development Fund, Naturvernforbundet.

At an overarching level, the programme is intended to support both the organisations that receive direct funding through it, as well as other Norwegian aid organisations and partner organisations.

TOFI focuses specifically on three themes:

- Human Rights Advocacy
- Inclusive education.
- Economic Empowerment

Through these focus areas, TOFI has intended to pursue the following three objectives:

- To increase capacity among Norwegian aid organisations to develop and implement quality programmes that are inclusive of persons with disabilities.
- To contribute to persons with disabilities benefitting from Norwegian aid projects.
- To increase and improve the participation of persons with disabilities and DPOs in developing and monitoring Norwegian aid projects.

By pursuing these objectives, TOFI aims to secure the following outcomes:

- Norwegian aid organisations include DPOs when developing and monitoring projects.
- Norwegian aid organisations design projects that are disability-inclusive
- Norwegian aid organisations mainstream disability inclusion as a part of their routines, policies and guidelines

- Norwegian aid organisations can document their inclusion work.

And ultimately lead to the attainment of the following impact: The rights for persons with disabilities are fulfilled in Ethiopia, Mozambique, Niger, Somalia, South Sudan and Uganda.

1.3 Brief Overview of the Project Partners

As noted in the previous section, Atlas Alliance has several partners as part of both the framework and the TOFI programme. Each partner has a different approach, focus and set of objectives. As is noted in the methodology (see Section 2), some of these partners were specifically focused upon during the data collection.

Here is a brief introduction to the main Atlas Alliance partners:

- NABP: is the oldest association for persons with disabilities, specifically sight impairment, in Norway. It was founded in 1900. They work mainly in Norway but also have projects in 9 countries in the global south.

- NAD: is an advocacy organisation for people with disabilities. It was founded in 1931. While their main focus is on Norway, they have country offices in both Uganda and Zambia. NAD was included in the Uganda-based data collection (see Approach and Methodology).

- NFU: is an advocacy organisation established in 1967. Its focus is on intellectual Disabilities. Their international work is, much like their work in Norway, focused on supporting inclusivity and learning.

- FFO: is an umbrella organisation that, as of 2017, counted 82 member organisations. Its goal is to improve living conditions and adherence to the fundamental human rights of persons with disabilities and chronic diastase. FFO conducts advocacy work and provides legal services. Its international work is relatively limited.

- RHF: is a member organization focusing on peer-to-peer support and advocacy work for people with Spina Bifida and Hydrocephalus, established in 1991. They are a small organisation that mostly relies on volunteer work. They have international partnership projects facilitated through Atlas Alliance and have maintained some collaborations for over 20 years.

- Youth Mental Health Norway: focuses exclusively on support for persons experiencing mental health issues who are under 30-year-olds. They have international partnership projects facilitated through Atlas Alliance.

- Save the Children Norway, Plan International Norway, Stromme Foundation ADRA Norway, SOS Children's Villages Norway, Norwegian Church Aid, YGlobal, the Development Fund, and Naturvernforbundet are all well-established civil society organisations with direct, or through partners, experience in the global south. These organisations work with persons with disability through the work they do with their main constituencies, which include broader segments of the population.

The linking between organisations which focus on the rights, needs, and experiences of persons with disabilities with organisations which have a broader development aid focus has enabled the organisations involved to learn from each other. This learning has centred on both development/how to effectively work in development contexts and disabilities and how to best address disability-related challenges.

Notably, this Review does not focus on the inner workings of these partners. Rather explored the engagement between Atlas and said partners and, in certain instances, addressed specific questions regarding specific partners.

2. Approach and Methodology

2.1 The Abilities Framework

This review was guided by the Abilities Framework, which provides a holistic and multi-dimensional organisational assessment that extends beyond the existence of formalised policies, systems and procedures. The four "abilities" that an organisation needs to be effective and well-functioning are:

- The **ability to be**, which relates to the organisation's identity, leadership and governance.
- The **ability to organise,** which relates to the availability of organisational systems, policies and procedures.
- The **ability to do**, which relates to the relevance, effectiveness and sustainability of programmes and interventions, and
- The **ability to relate**, which relates to the organisation's capacity to build effective relationships with other organisations and constituents and adapt to changes.

The Abilities Framework has been operationalized through a review matrix (Annex B) that categorises the areas and issues outlined in the ToR according to the Abilities Framework. The classification is made in a pragmatic manner following the structure of the ToR. Although the Abilities Framework has a comprehensive scope, the reviews do not venture beyond the areas and aspects identified in the ToR, reflected in the evaluation matrix and agreed upon in the inception note.

Data collection was conducted through a mix-method approach involving:

- A desk review of Atlas Alliance's relevant strategies, internal regulations and guidelines, narrative and financial reports, and similar documents, including relevant evaluations, reviews and assessments. Desk review also included documentation from partners.
- Interviews with Atlas Alliance staff at the secretariat in Oslo, as well as with some current board members.
- The secretariat office in Oslo was also visited during the review.
- Interviews with selected partners were conducted in Oslo, Uganda and Mozambique.
- In both Mozambique and Uganda, multiple field activities were visited to observe the programme implementation.
- Spot checks of financial and human resource mechanisms were conducted at the Secretariat and at the partner offices visited in Mozambique and Uganda.
- A complete list of the documents reviewed can be found in the Bibliography. A list of people interviewed and consulted during the assignment can be found in Annex C, and a list of the locations visited (projects) in Annex D.

The table below includes an overview of activities visited and partners interviews in Uganda and Mozambique and corresponding field visits.

Table 1 Overview of organisations included in interviews during the case studies and activities observed

Organisation in Norway	Counterpart	Country	Field activity visited
Norwegian Association of the Blind and Partially Sighted (NABP)	Association of Blind and Partially Sighted of Mozambique (ACAMO)	Mozambique	Yes (2 schools and 2 microloan/business programme beneficiaries)
The Norwegian Federation of Organisations of Disabled Persons (FFO)	Forum das Organizações de Pessoas com Deficiência (FAMOD)	Mozambique	During the field visit, FAMOD did not engage in any activities that could be observed. However, their engagement was queried through interviews
The Norwegian Association of Disabled (NAD)	The Norwegian Association of Disabled (NAD)	Uganda	Yes (1 school and 1 iSave (Economic Empowerment group)
The Norwegian Association for Spina Bifida and Hydrocephalus (RHF)	Spina Bifida and Hydrocephalus Association Uganda (SHAU)	Uganda	Yes (1 school)
The Norwegian Association of Youth Mental Health Youth Mental Health Norway	Mental Health Uganda	Uganda	No

All interviews conducted respect the anonymity of the respondent. Therefore, no respondent is named in connection to findings and where the category may violate anonymity this is also omitted. The reviewers have, where possible, sought confirmatory data to support views, perspectives, and opinions shared during interviews. However, it is important to underline that, in many instances, a very limited number of persons can respond to key questions. In those instances, people are targeted specifically, and where no confirmatory document exists this is either implicit or clearly noted.

This review included aspects of inclusion and gender, and efforts were directed at understanding how these perspectives have been considered in relevant contributions and partnerships. Inclusion and gender perspectives were integrated into evaluation questions as appropriate, and how inclusion and gender dimensions have been treated by Atlas Alliance and its partners both internally and in programmes was explored.

2.2 Context and Limitations

As an umbrella organization for disabled persons organizations working in the global south, the experience that Atlas Alliance faces in the different countries where they work varies considerably.

Similarly, the levels of experience working in the global south and capacities of Atlas Alliance organisations to work in the global south also vary considerably. Therefore, while an effort has been made to capture some of these differences, it is important to underscore that this assignment collected data from the experiences in Uganda and Mozambique, and therefore a bias towards these specific contexts and experiences is implicit. An effort to overcome this, to some extent, has been made through discussions with organisations in Norway and reflection regarding the findings.

3. Findings and Analysis

3.1 Ability to Be: Organisational structure and governance

The "ability to be" implies that the organisation can maintain an identity reflecting important purposes, values and strategies, and leadership to direct and manage the organisation. Here the focus, as highlighted in the ToR, focuses considerable attention on the organization's structure and governance.

3.1.1 Organisational Structure

Atlas Alliance is an umbrella organization, established in 1981, with the objective of promoting the rights and improving the living conditions of persons living with disabilities in the global south. Its founding organisations included NAD, FFO, NABP, and NFU. RHF, Youth Mental Health Norway, and Signo foundation joined later.

Atlas Alliance has a secretariat, a board of directors and the Atlas organisations. The governance structure and responsibility of the different segments are described in the next section. Here the focus is on roles and responsibilities, capacities and value-added.

At a broad level, the secretariat is charged with representing the member organisations, securing and administering resources and supporting member organisations in the conduct of activities on the ground.

The secretariat is responsible for coordinating the management of programmes and facilitating cooperation between the Norwegian Atlas organisations, following up on the formal requirements in the agreement with Norad, and coordinating advocacy efforts on behalf of the Atlas Alliance in Norway. The secretariat is tasked with supporting the Norwegian organisations to enable/facilitate enhanced capacity in project planning and implementation, including the ability to meet the formal requirements from Norad. The secretariat is also tasked with supporting quality control on issues related to inclusion, anti-corruption and monitoring and evaluation. The degree to which the secretariat fulfils these roles for each member organisation depends, to a large extent, on the needs of the organisation in question.

Indeed, there was considerable variation in experience between Atlas Alliance member organisations. Some member organisations have long histories in Norway and internationally, while others are far smaller and have less international experience. Some member organisations address specific disability concerns that are more commonplace than others. In turn, this means that some organisations come to the discussion table with a voice based on a stronger experience than others; and some require more support from Atlas Alliance than others.

For example, on the one hand, there is NAD, which has country offices in two global south countries, and on the other, there is RHF which has a single office in Oslo with few staff. These two agencies cannot be compared in what they aim to do since NAD covers a far larger field than RHF. NAD focuses on large efforts for people with disabilities in general, while RHF highlights the very specific needs of a very specific group which could otherwise be overlooked by broader efforts. The value of each of these organisations is not questioned but placing them side by side does illustrate that for the Atlas Alliance secretariat the needs of the Atlas Alliance organisations vary considerably, as does their capacity. Similar examples can be drawn from other member organisations.

Still, all respondents agreed that having an umbrella organisation was a clear asset and provided the opportunity to secure funding, and also strengthened their ability to work internationally. For organisations with less international experience, Atlas Alliance can be an important asset not only for securing resources but also for ensuring that the right mechanisms and systems are put in place to strengthen the possibility of good results. Importantly Atlas Alliance secretariat does not determine how/where any member organisation may work. Although implicitly, this may be the case through funding allocations. They do, however, advise Atlas Alliance organisations if they find that their capacity to deliver may be insufficient.

Still, the varied experiences do cause some challenges. At a documentary level, roles are very clearly defined, and a wide range of guidance documents exist. However, interviews reveal that there are still several issues which are not fully clear to all involved. It is difficult to know with certainty what is behind the lack of clarity, but one aspect may be that the rapid growth of the secretariat, accompanied by the rapid expansion of guidelines and support documents, has been overwhelming for partner organisations. Ultimately Atlas Alliance, as an umbrella organisation, works with organisations which have their own systems and mechanisms, and the addition of a system may add levels of complexity and burden that lead to an overwhelming situation for some organisations or requires resources that some organisations do not have.

In addition, it is worth noting that as part of TOFI, there is also a relationship between Atlas Alliance organisations and partner NGOs in Norway. Interviewees engaged in this assignment suggest that this has been of added value to both sets of parties. NGOs have improved their ability to respond to the needs of persons with disabilities who are included in their own programming, and Atlas Alliance organisations have improved their knowledge of the development sector. Still, it is noted that despite coordination within the countries, there is a level of siloing of activities, and, as discussed later in this Review, some of the activities visited could benefit from a more in-depth assessment with a development and practical lens. The issue of varying degrees of coordination between actors is also mentioned in the Midline of TOFI conducted earlier in 2022.

Given the very distinct roles played by the different actors, the opportunities for synergies between different roles and responsibilities are limited. However, some do still emerge as worthy of note. These include:

- First, the global south could benefit from a more integrated approach to some areas of support. While there has been discussion and collaboration between organisations engaged in both funding streams, there are opportunities for improvement that may well require a more collaborative effort between different organisations. This is true among both those organisations which are focused on disability as well as between disability-focused organisations and NGOs with broader development knowledge. This was highlighted by several respondents who felt that dialogue has been considerable, but still, cross-learning can be improved. The field visits also show that these types of discussions could serve to improve the relevance and effectiveness of some activities.

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- Second, in the provision of administrative guidelines and support, exploring how different organisations currently address and manage certain areas of work could be critical. It is important that the Atlas Alliance secretariat does not create duplicate systems which in turn generate additional reporting layers for partners and for Atlas organisations. While a common reporting system that does not generate any overlap is unlikely, given the number and variance between partners, an effort to synergise systems could be of considerable value to all.

Although the above suggestion could lead to improved capitalisation of resources, it is important to note that there is no evidence to suggest that the different organisational elements face any major challenge in fulfilling their administrative or programmatic responsibilities.

The costs of the administration are limited. An analysis of the data for 2021 showed that the administrative costs (secretariat) for 10% for the Framework and 9% for TOFI. The distribution between different agencies for both the framework and TOFI is detailed in Figure 1 and Figure 2. The figures also show that the funds allocated to different partners vary considerably.

Figure 1 Distribution of funds 2021- Framework

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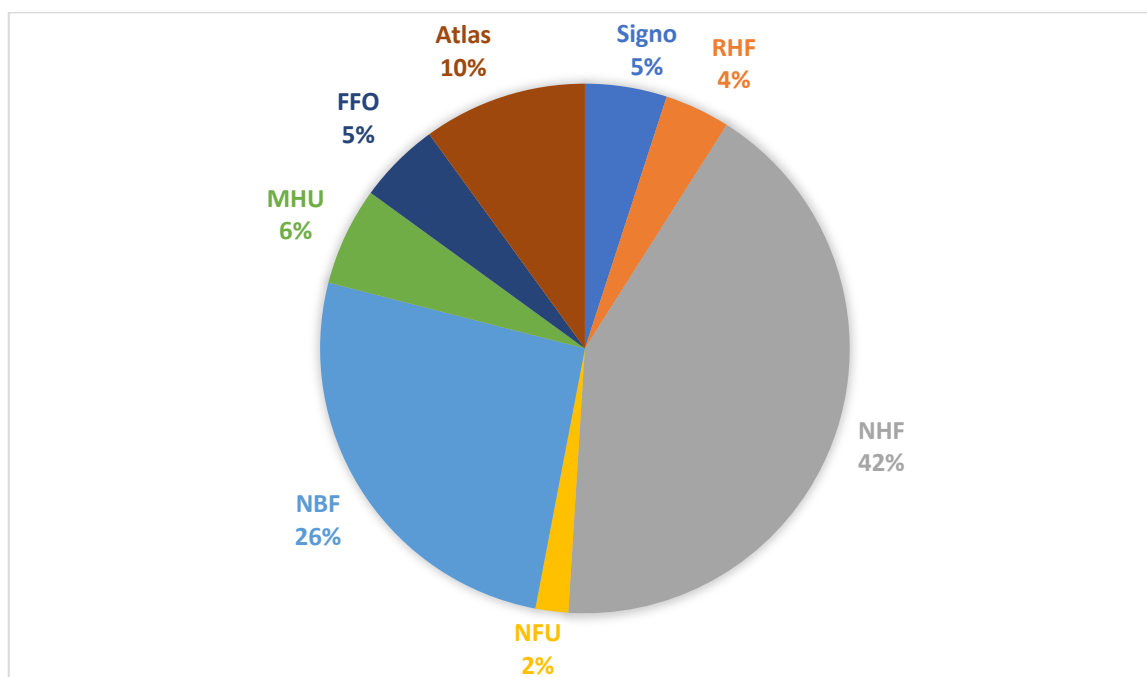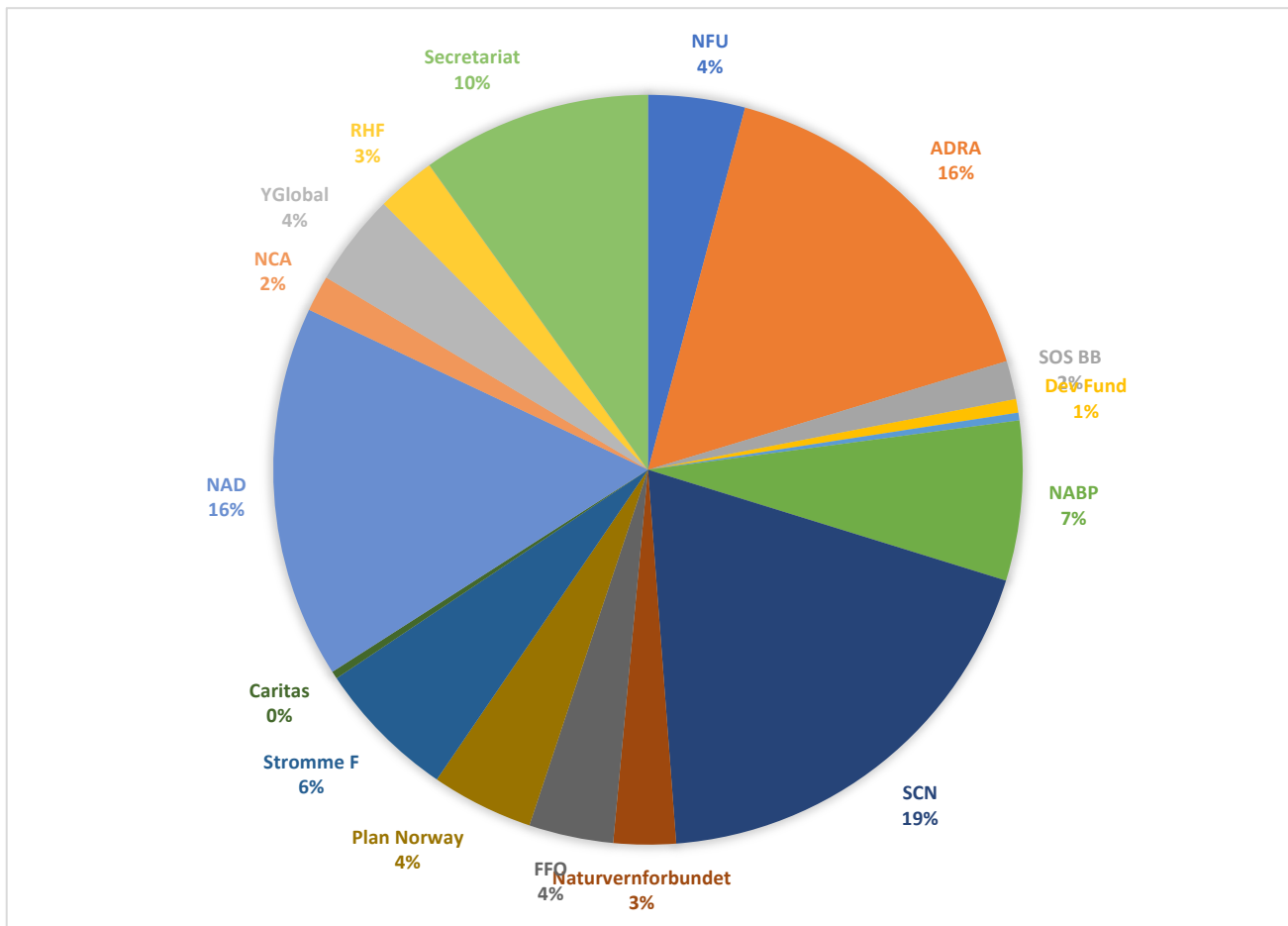*Figure 2 Distribution of resources - TOFI -2021*

Figure 2 Distribution of resources - TOFI -2021

According to most respondents, the skill set at the secretariat meets the needs of the member organisations. Discussions regarding team composition with Atlas Alliance secretariat staff support this view. It was highlighted that the levels of competence of Atlas Alliance secretariat staff were very high, but some respondents suggested that there may be a lack of clear understanding by some Atlas Alliance secretariat staff regarding the *realities* experienced by some partner organisations in the global south, specifically regarding challenges securing competent staff, the funding required to secure competent staff, internet access, quality of internet networks, existence (or lack of) data on the ground, the proportion of time that may be required to do specific tasks on the ground (e.g. data entry) (See also Boxes 1 and 3).

The single most notable concern voiced by a range of respondents had to do with communication at multiple levels. Experiences regarding (perceived) responsiveness to queries varied, as did the clarity of feedback provided. Some respondents felt that there was a lack of clarity regarding whom they should contact for what at the Secretariat.

Lastly, it is important to highlight that aside from the staff and their own knowledge, Atlas Alliance secretariat has invested in supporting the development of a portal to share experiences, expertise and key material. The real-world utility of this for partners in the global south is not fully clear yet. However, the platform does enable Atlas Alliance organisations in Norway, as well as partners in Norway, to access information which they can share with their respective counterparts.

Box 1: The Global South

A review of material and interviews conducted with partners in the global south demonstrated clear and transparent systems to manage recruitment, personnel and finances.

Staff interviewed were keenly aware of Atlas Alliance systems and able to explain their own systems and requirements effectively and clearly.

Recruitment processes were transparent and consistently particular priority was given to women and persons with disabilities. Salaries were (more-less) aligned with local practice, but not transparent within the organisations.

The two key challenge that emerged from the interviews, discussions and review of documents were:

First, challenges recruiting staff with the competence needed with the salary offers available. While all agreed that a balance needed to be sought between how much employees were paid, it was noted that often salaries were comparatively low which meant that staff were in their positions either because due to their disability they were unlikely to find alternative employment that would be accepting; or because they had yet to find an alternative. This makes the organisations quite vulnerable. It is noted that salaries were more-less aligned with local standards, but often salaries vary greatly between "local" standards and what can be secured working for an international organisation, a UN agency, the private sector, etc. Therefore, efforts to secure a better employment opportunity

Second, the resources needed to meet compliance and reporting requirements is considerable. This takes key resources away from implementation. Not only are data requirements high, but the mechanism use to record data cumbersome/time consuming.

Some of the aforementioned could be attributed to the considerable growth experienced by the Atlas Alliance secretariat in recent years. This growth has been a direct result of funding expansion with the approval of the TOFI programme. The TOFI programme also came with considerable demands from the client. Addressing these demands while keeping an eye on the field realities may have been too much for the period in question.

Atlas Alliance (as an entity or the secretariat) does not have regional offices or local representation of any kind. However, some Atlas organisations do. NAD, for example, does have in-country offices/representatives. Likewise, so do some of their partners, such as Save the Children. These entities, however, do not have any organisational or governance authority over Atlas Alliance organisations or the secretariat.

3.1.2 Governance

The organisation is composed of a board of directors, a secretariat and the Atlas Alliance organisations:

The board of directors is currently composed of 8 members who are representatives from the member organisations as well as two members from TOFI, who are not Atlas Alliance organisations. This composition of the board has been adapted since the TOFI programme was funded to ensure that TOFI, an important and large programme, were effectively represented in the management of the organisation.
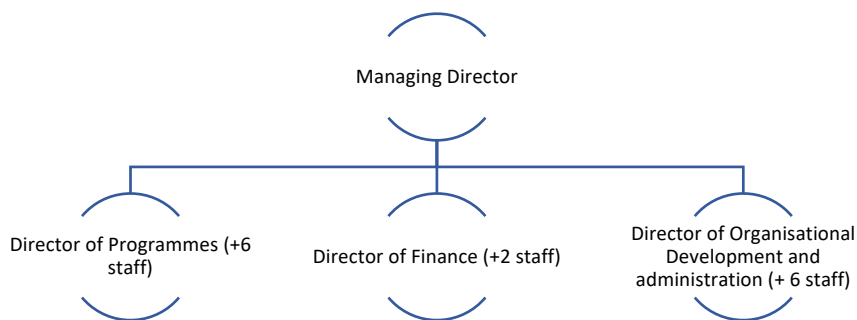
The board is led by a Chairperson. The Managing Director sits on the board but does not have voting rights. The board of directors is the entity responsible for final oversight and strategic focus. While the role of the board and other segments of the organisational structure are well described in organisational documents, there is no guidance on how long the Chairperson can hold the position; or how long individual board members can sit in their role as board members. However, it is noted that board members are up for re-election every two years. Given that board members are selected because they represent an organisation, not as individuals, this particularity is understandable.

As the board is composed of members representatives from the Atlas Alliance organisations or part of the TOFI programme, they count with a keen thematic knowledge base. In addition, interviews with the management of the Atlas Alliance secretariat, board members and Atlas Alliance organisation representatives suggest that board members do have the competence to oversee the work of the secretariat. Moreover, the governance and management mechanisms that have been put in place at the secretariat and the role that the board appears to have played in ensuring that these mechanisms are prioritised highlight clear board oversight.

Some respondents noted that while within the board there should be equal representation, in certain instances, it appeared that those most willing to demand to be heard were those who were more likely to be heard. While this type of dynamic is not surprising, particularly given the histories of different organisations (length, size and focus), the dynamic can prove problematic. Indeed, it can hamper progress, evolution and the acknowledgement of new voices and new thinking.

The secretariat is organised in a three-tier system. The Managing Director, Senior management representing three departments: a) programming, b) finance, and c) organisational development and administration. Each department has its own staff (see Figure 3).

Figure 3 Secretariat Organisational Structure

```
                          Managing Director
                                |
      ┌─────────────────────────┼─────────────────────────┐
Director of Programmes    Director of Finance    Director of Organisational
    (+6 staff)                (+2 staff)          Development and
                                                  administration (+ 6 staff)
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Within the Secretariat, the roles of the different sections are well established and roles well defined and clear to all (ToRs are available to all staff). The current structure and composition appear to meet the demands of the current funding. As has been noted earlier, there has been a considerable expansion following the approval of the TOFI programme. It is also worth noting that much of the expansion has occurred under COVID-19, which has further complicated matters by making the development of the organisational community harder and hampered organic communication. However, despite these challenges, the secretariat appears to have been able to develop and expand successfully.

The Secretariat's ability to meet Norad's requirements appears well-founded. The interviews conducted and data reviewed suggest that the secretariat is well placed to meet all its obligations towards Norad in terms of administration and governance of the grants.

3.2 Ability to Organise: Management, Money Flow, Financial Management and Auditing

The "ability to organise" implies that the organisation is able to establish effective managerial systems and procedures and ensure that human and financial resources are available.

3.2.1 Management

An organisational review of Atlas was conducted in 2018. The organisation has changed considerably since then. Most notably, the funding has increased dramatically, and hence the secretariat has expanded. Interviews with board members and staff suggest that the Secretariat is open to self-reflection and learning.

A review of Atlas Alliance was conducted in 2018, and the Board of Directors approved a follow-up plan in January 2019. The plan aimed to address all recommendations. Recommendations have led to a series of efforts, the majority of these are are still ongoing. In regard to fundraising, the effort was not as successful as the plan envisioned, and efforts to address key audit issues have been made. This suggests an effort to capitalise on the review and improve based on its findings. Moreover, a review of the text of the 2018 organisational review and its recommendations and comparison between its findings and the current situation revealed that:

- Atlas has invested in the collection of result data. While there are still challenges, this is not because Atlas Alliance has not tried to improve, but rather a demonstration that improvement is complex and measuring results is complex, as was illustrated in the previous section and Box 1 (see also Ability to Do).

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- Atlas Alliance has attempted to diversify its donor base away from Norad. However, this is quite recent and very Norwegian-focused. This is exemplified by 2021 findings which show that remained the principal donor (Norad: 217 939 875 NOK) and additional income (Private donor:2 511 955 NOK and Bingo 34 292 NOK) were very limited.
- In relation to audit and anti-corruption, however, Atlas Alliance has made considerable efforts to address concerns raised, and although an important case has emerged, its identification shows that systems do deliver.
- The capacity of partners and ability to measure results has improved considerably, and now Atlas Alliance does have tools in place to do both. The effectiveness of the new systems needs to be assessed, however (see other discussions on Monitoring and Evaluation).
- The relationships in Malawi are currently being explored due to the corruption case; hence it is not relevant to comment on the recommendation.

3.2.2 Money flow

A review of Atlas Alliance documentation reveals that the majority of funds go to the different partner organisations, both for the Framework Contract and for TOFI (see Figure 1 and Figure 2 for actual cost distribution).

Moreover, at the different organisations, the majority of resources go to the country where programmes are being implemented. This is illustrated in the two tables below (see Table 2 and Table 3).

Table 2 Distribution of resources between HQ, Regional and country offices by organisations – Framework -2021

Per Org	HQ share (direct &indirect) in %	Regional share in %	Local share in %
Signo	15%	0%	85%
RHF	23%	0%	77%
NHF	20%	19%	61%
NFU	35%	0%	65%
NBF	14%	1%	85%
MHU	25%	0%	75%
FFO	19%	0%	81%
Atlas	100%	0%	0%
Sum	26%	9%	65%

Table 3 Distribution of resources between HQ, regional and country offices by Organisation -TOFI -2021

Organisation	HQ share (direct &indirect) in %	Regional share in %	Local share in %
NFU	43%	0%	57%
ADRA	17%	0%	83%
SOS BB	11%	0%	89%
Development fund	17%	4%	79%
YMHN	32%	0%	68%

NABP	22%	1%	77%
Save the Children Norway	9%	0%	91%
Naturvernforbundet	15%	0%	85%
FFO	19%	0%	81%
Plan Norway	8%	65%	27%
Stromme Foundation	9%	26%	65%
Caritas	14%	0%	86%
NAD	18%	14%	68%
NCA	6%	69%	25%
YGlobal	28%	28%	44%
RHF	20%	0%	80%
The Signo Foundation			
Atlas Alliance	63%	0%	37%
FOKUS			
Norges Idrettsforbund	0%	0%	100%
Sum	21%	9%	70%

For the framework contract, the proportion of resources that any one organisation destines to their HQ costs ranges from 100% for the Secretariat, which is understandable as they have no field activities, and 14% for NBF. The average cost for HQ is 26%. For TOFI, the proportion of resources used at HQ ranges from 0% for Norges Idrettsforbund and 63 % for the Secretariat. The Average is 21%. While clearly, some organisations have larger proportions of costs at HQ, this can be due to a wide range of issues, including the level of support that these offices can afford to provide. Therefore, as noted earlier in this review, comparing organisations is not appropriate.

The financial statements, including audits (see next sub-section), show that the organisation is in good financial standing. It has no debt and is not contractually liable for any asset that it currently does not hold. From a financial perspective, the organisation appears to be in good standing.

Atlas Alliance secretariat counts with procurement guidelines that are transparent and demand the same of Atlas Alliance organisations and partners, which is in alignment with Norwegian requirements. All accounting systems are compliant with Norad requirements. The systems are robust and transparent.

Salaries at Atlas Alliance secretariat are determined using a salary chart and follow a known scale for the Norwegian public sector. These are public within the organisation. The salary of the Managing Director is established by the Board but is also aligned with the guidelines mentioned above. Atlas Alliance secretariat follows the Norwegian per diem/night rate parameters. Issues relative to salaries in countries of operation are more problematic in terms of scale and highlight the challenges associated with ensuring that competent staff can be retained and that investments made are long-lasting (see Box 1).

3.2.3 Financial Management and Auditing

Generally, the Atlas Alliance secretariat has a robust set of guidance documents which pertain to staff conduct, anti-corruption, crisis management, and gender mainstreaming (See Box 2).

Atlas Alliance secretariat counts with a robust financial department and robust systems to ensure financial compliance by Atlas Alliance organisations and partner organisations. The Atlas Alliance Financial Management manual and checklist clearly establishes the roles and responsibilities of the secretariat, the Atlas alliance organisations and partners and of the organisations in the global south. It details how funds should be managed and audited; and provides guidance on both the processes that need to be undertaken and the requirements imposed on said processes (for example: how funds should be transferred and what type of bank account they can be transferred to; or what criterion auditing firms must meet, how they must be selected and what type of guidance must be given to them). The document also extends to personnel/human resource management and includes key information on how to raise

alarms/issue complaints. In the documents, it was noted that the whistle-blowing mechanisms to contact the Atlas Alliance secretariat were in both English and Norwegian. Other links provided are for MFA staff and for the Norad whistleblowing mechanism. Moreover, it is noted that the Atlas Secretariat invites complaints to be raised directly with them and promises to handle them sensitively. Atlas Alliance provides, through its web page, an opportunity to anonymously provide information on matters of concern. This process is handled by the relevant staff at the Atlas Alliance secretariat. In addition to the manual and checklist, there is a financial review form that requires annual updating, which also serves as a mechanism to ensure that partners remain compliant with key financial requirements.

There is a Code of Conduct in English that mentions that bribery (according to its legal definition under Norwegian law) and accepting gifts are prohibited. The document refers to Norwegian law. The Code of Conduct applies to all, including the Secretariat, Board, Atlas alliance organisations and partners, and needs to be signed to ensure understanding and compliance. There is also an Anti-Corruption Action Plan 2020-2024, in English, which details how anticorruption plans and activities align with both Atlas Alliance and Norad requirements. The plan also details financial control mechanisms and avoidance of financial misconduct mechanisms. The activities detailed in the document are under implementation.

Atlas Alliance also counts with a financial guideline for partners that provide details on how to assess financial mechanisms in the different countries and how to ensure that these are met. Interviews with Atlas Alliance secretariat staff and partner staff confirmed that considerable resources are invested into ensuring that organisations meet Norwegian requirements.

Importantly there have been corruption concerns with partners in the global south, most recently in Malawi (not a focus of this evaluation). Atlas Alliance today appears to have a set of mechanisms to assess the potential for corruption and a keen understanding of the instances where corruption may arise. They also actively engage in ensuring that partners remain keenly aware as well.

Accounts have been audited annually. Since 2020 the auditing company has been BDO AS (Terje Tvedt). BDO is an independent and registered entit that hold credentials for the conduct of audits in accordance with Internationally Accepted Standards (IAS). Funds provided to sub-grantees are

included in the audit, as are the partners of sub-grantees. This is reflected in the management letter. Moreover, funds are also audited locally by firms that meet IAS standards, and no reservations were noted. As outlined earlier, the engagement of auditing forms locally is clearly delineated in guidance documents provided by the Atlas Secretariat.

A 2020 special audit of NAD was conducted by KPMG. The report listed several issues related to procedures associated with engaging partners, decision-making, procedures for standard agreements and money transfers, as well as financial flows. A review of the KPMG findings conducted by Scan Team in 2022 revealed that NAD had been able to resolve existing gaps in relation to all but one issue. The single issue suggested that a checklist that would provide clear guidance on whether agreements should continue should be developed and pre-define the role/position granted the approval authority.

As for the 2021 audit, the Management Letter listed several reservations. Including deviation of funds in Malawi, inadequate mechanisms to support proper accounting in Niger, lack of separate bank accounts for project funds in Kenya, as well as inconsistent accounting practices in Uganda, and discrepancies in resource allocations in Ethiopia.

The auditing company also found loose compliance with internal control mechanisms, loose and or slow bank reconciliation mechanisms and challenges with qualified staff. The above suggests several weaknesses in financial processes. Atlas Alliance has responded to these challenges in a couple of important ways: first, by strengthening their capacity to support Atlas Alliance organisations and respective partners to strengthen their systems and second, by following up on misuse of funds and seeking compensation.

Member organisations that have been impacted directly by misuse of funds are exploring legal avenues locally, where necessary, to recover these funds. Interviews held in Uganda and Mozambique note that where challenges had been found (mainly in Uganda), these were recognised and were being addressed. This is reflected in interviews conducted and documented in the Management Letter written in response to the audit document. Spot checks conducted in both Uganda and Mozambique revealed orderly accounting mechanisms that were transparent and clear.

However, competent staff did stand out as a challenge mentioned in audit reports and discussed during field data collection in case study countries. Specifically, the challenges experienced by local organisations to secure competent staff locally and the cost associated with doing so (see Box 1).

Importantly, in addition to the audits listed above, the audit process included the auditing of Atlas Alliance-administered funding at the country level. In all instances reviewed (e.g. case studies), the firms contracted were chartered accountants that applied IAS standards. The most recent audits for organisations visited were reviewed, and none showed reservations.

In relation to the corruption case in Malawi, it is important to underline that all parties involved are following up on the case. As noted above, this may include legal proceedings in the country. What may emerge from these processes is impossible to know at this time. Also, at the time of this review, it was unclear how much (NOK amount) had been involved and how each organisation had been affected financially. Given the size of organisations, the impact this may have on some entities is far greater than the impact it may have on others. In the case of RHF specifically, the amount of compromised funds could render the organisation bankrupt and may lead to a complete withdrawal from future international engagement. A decision on this is to be taken by their board once information on the actual impact of the case is better understood.

It is important to underline that while the situation in Malawi is clearly regrettable, all organisations involved have demonstrated learning from the experience, swift actions and a focus on developing/revising processes to reduce the opportunities for similar instances.

3.3 Ability to Do: Results Management, Civil Society Strengthening

The "ability to do" implies that the organisation is able to provide services that are relevant for and valued by its users and/or Atlas Alliance organisations.

3.3.1 Results management

The support provided through Atlas Alliance administered funding, though both the programme funding and TOFI work towards advocacy, representation, education and economic independence. The reporting from Atlas shows clear progress across all markers. Atlas alliance engages in a considerable effort to secure data on results, both quantitative and quantitative. The quantitative data focuses on achieving an increase from the known baseline. An examination of this data reveals considerable progress (e.g. more children with disabilities attending school, an increase in the number of families supported, increase in awareness raising to name just a few of the many indicators collected). Atlas Alliance also collects qualitative data, for example, detailing efforts in advocacy and how the trajectory of these efforts has manifested in noted progress (recognition in forums, policy/legislative changes, etc.). It is also clear that Atlas Alliance has at its disposal a wide range of tools to collect data (both qualitative and quantitative) and that considerable efforts are made to do so. However, a review of the annual reports, which are understood as an opportunity to demonstrate progress but also highlight the challenges faced by the sector, together with interviews and field visits (observations), does raise some questions about the progress being made and the degree to which critical challenges are generating the type of discussions warranted to ensure progress is consistently secured.

Specifically, it is clear from the review of the annual report that the data focuses considerably on outputs and deduces outcomes from these or bases the outcome on perceptions, which is not in and of itself erroneous to do, but which calls to question the level of reflection when these results are compared and contrasted with data collected in the field. For example, the 2016-2019 annual report notes that the person supported in developing businesses reported financial improvement. The report goes on to delineate the number of people profiting from financial activities. While this may very well be reflective of the views of beneficiaries. The document does not document or reflect on the degree of validity of these findings, which is problematic in view of discussions had in the field.

An extremely limited assessment conducted during this organisational review discovered that community organisations supporting the identification and follow-up of persons with disabilities engaged in income generation in Mozambique did not engage in any financial analysis to determine whether the business would be lucrative. According to interviewees, no assessment of whether the business for which a loan was given would generate any meaningful income and or whether these businesses would lead to improved financial independence and improved conditions was made. If the objective is to be able to give persons with disability "something to do" and, by doing so, improve their self-esteem, then arguably, the activities have achieved their objective. However, if the objective, as stated in Atlas Alliance Programme documents, is to support economic independence, then they fall short of their objectives. When discussed, the

counterpart organisation in the field noted that best cases in Mozambique could end up with a profit of what would be equivalent to 15 USD per month, and most do not make even half that in profit. According to the wage indicator, the lowest minimum wage in Mozambique is approximately 70 USD per month. This suggests that the support model requires examination. In response to this report, it was noted that an assessment had been made. However, those interviewed locally noted that they had not engaged in any considered reflection on income and that this was not something they systematically explored to determine whether or not the approach was useful. In Uganda, however, the income-generating programme visited revealed good results with improved income-generating potential. What this suggests is that there are good opportunities for income generation but that their development requires attention. Indeed, it is worth highlighting that efforts in Uganda have a long history and have experienced multiple permutations during their development.

Another example noted in Mozambique is highlighted by a programme which focused specific attention on supporting the use of brail in schools, but while this, on the one hand, can be very positive, on the other critical questions regarding their utility must be asked. Mozambique has no infrastructure that uses brail, the opportunities for pupils to use this medium are limited, the number of machines is very limited, and textbooks are almost non-existent. The evaluation team did not include a subject area expert, but the explanation provided as to why this medium for support was chosen was unclear, and there was no evidence that alternatives, which may have been better suited to the context, had been explored. In response to the above observation, Atlas Alliance highlights that braille is the gold standard, which is not contested by the ET, and also noted that ACAMO, the implementing partner, promotes braille literacy and the printing of books. However, the key issue raised here is about fitness for purpose within the context. The ET does not suggest that other alternatives are better overall but questions the lack of reflection and nuance regarding what may be the best way to support the largest number of children within the context. The interviews conducted strongly suggest that in Mozambique, as in many other countries, the demand far exceeds the supply. One school visited was large, had a braille machine and a teacher who was blind and fluent in braille and a limited number of braille textbooks which could be shared between pupils. While not ideal, the principal and teachers noted that the available resources and demand could be managed. The second school visited, which according to respondents, was more indicative of the general experience, had one teacher with limited training (a couple of days), had a single textbook for a single class and had no ability to secure any more. The interviews conducted at the second school underlined that under the current conditions if a child who was blind or partially sighted were to enrol in the school, the school lacked the material needed to support the child. These challenges demand reflection regarding relevance, effectiveness and efficiency in the context which, as noted above, appears to not have been central to the programming discussion.

It was also noted that the training of teachers on how to work with children with disabilities did not include a granular (school-to-school) assessment of where the support may be needed.[2] Indeed, in Mozambique, teachers working in schools with no child currently enrolled needing the support were trained. While this can be considered good planning, and indeed children without disabilities may also benefit from the improved capacity of their teachers, given the limited coverage possible from the programme, the decisions on specific targeting leave room for pause. It is noted, and certainly accurate, that the national plan is to ensure that all schools have the

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[2] NABP and FFO note that a needs assessment was conducted, but the finding here focuses not on a broad assessment, but on the granular "individual school level" assessment, which according to those interviewed locally did not include an assessment of wethere the school had an imminent need or not.

capacity, and having the capacity may lead to the enrolment of children. However, securing enrolment requires, according to interviewees in Mozambique, considerable outreach. Respondents noted that one alternative to outreach is to show that schools with pupils requiring services are getting these. This requires both training and materials. In addition, it was noted by some respondents that teachers who are provided training, who are unable to use the skills, lose these, which means that refresher training is needed before they are able to capitalise on the knowledge gained (e.g., crucially before they support pupils).

In Uganda, however, efforts to promote inclusive education and culturally acceptable mechanism (Obuntu-balumu or humanness) to ensure that children with disabilities are well integrated showed positive results. One of the SHAU-supported partner schools visited by the team, Mutundwe Primary School, was found to have adapted the physical environment to improve the accessibility of learners with mobility challenges to access the classrooms. Unfortunately, improvements could not be made to the toilets, which were constructed by the Kampala Capital City Authority (KCCA), the de facto owners of the school. An attempt by SHAU to engage with the relevant officials in KCCA to make the necessary adaptations could not yield any positive results.[3] Conversely, St. Charles Lwanga Primary School, which is one of the two target schools in the Mpigi district supported under TOFI through a collaborated effort between Stromme Foundation local partner organisation PEWOSA and the local district branch of NUDIPU showed that the school that had ramps to provide access to children with movement impairment. However, they were not practical at all and could even be regarded as dangerous (too steep). The sanitary facilities were not accessible because although they were meant to provide access, they were poorly planned and not properly and logically connected to the rest of the environment for purposes of aiding accessibility.

Clearly, for some, much has been achieved, and the statistical analysis does indicate broader coverage. However, the examples above are highlighted to stress the complexities embedded in the support provided and the need for an extremely granular assessment mechanism that can support the continued assessment and adjustment of interventions to ensure that these do reach their intended objectives.

The Atlas Alliance secretariat has invested considerably in the development of a mechanism to support improved monitoring and evaluation, but there are important challenges with securing good quality data and securing good quality data that is meaningful (see also Box 3). The issue is not that the data is not comprehensive; rather, the opposite may be true (i.e. too much data, too detailed, and unclear utility. These factors combined may lead to disappointment on the part of those doing the collecting when they fail to see the meaningfulness of all that they invest in).

Given the systems in place, the data collection appears accurate, although the evaluation team was not able to verify the validity of the data introduced. Still, through discussions with the different teams, there is no reason to believe that the data reporting is incorrect.

At an overall level, the data collected in the field suggests that the work conducted through Atlas Alliance partners and their in-country counterparts serve to enhance the rights of persons with disability by improving their representation, increasing visibility, and strengthening their opportunities for self-determination/having their individual voices heard. This is also supported by the findings of the Mid-Line evaluation of TOFI conducted earlier in 2022. However, there are some concerns that also require attention: It is unclear from the data collected how contextually relevant and efficient some of the interventions are.

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[3] Interview with SHAU staff

Despite these challenges, Atlas Alliance has contributed to progress and positive results. The question is not: has there been a contribution, but rather, could that contribution have been even more meaningful, and critically, are there steps that could be taken to make efforts conducted more meaningful in the future (see Recommendations)?

The above suggests that the resources from Norad have been critical to the advancements made. Not least, the increasing recognition of persons with disabilities and the promotion of their rights. Indeed, it is important to underline that even in instances where attention has been focused on activities that may not yield the most meaningful outcomes for persons with disabilities, the fact that activities have taken place increases the visibility of persons with disabilities as a whole and of their rights. Indeed, training teachers, for example, in schools that do not have pupils with disabilities can lead to a broader understanding of disabilities at a societal level, but the change mechanisms and impact are more diluted. The comparison in change mechanisms between "a" an instance where the support provided can be tangibly and directly used immediately, and "b" an instance where the support has a more "theoretical" value (see Figure 4 and Figure 5).

Figure 4 Example a - where a teacher is trained and can use the information they learned
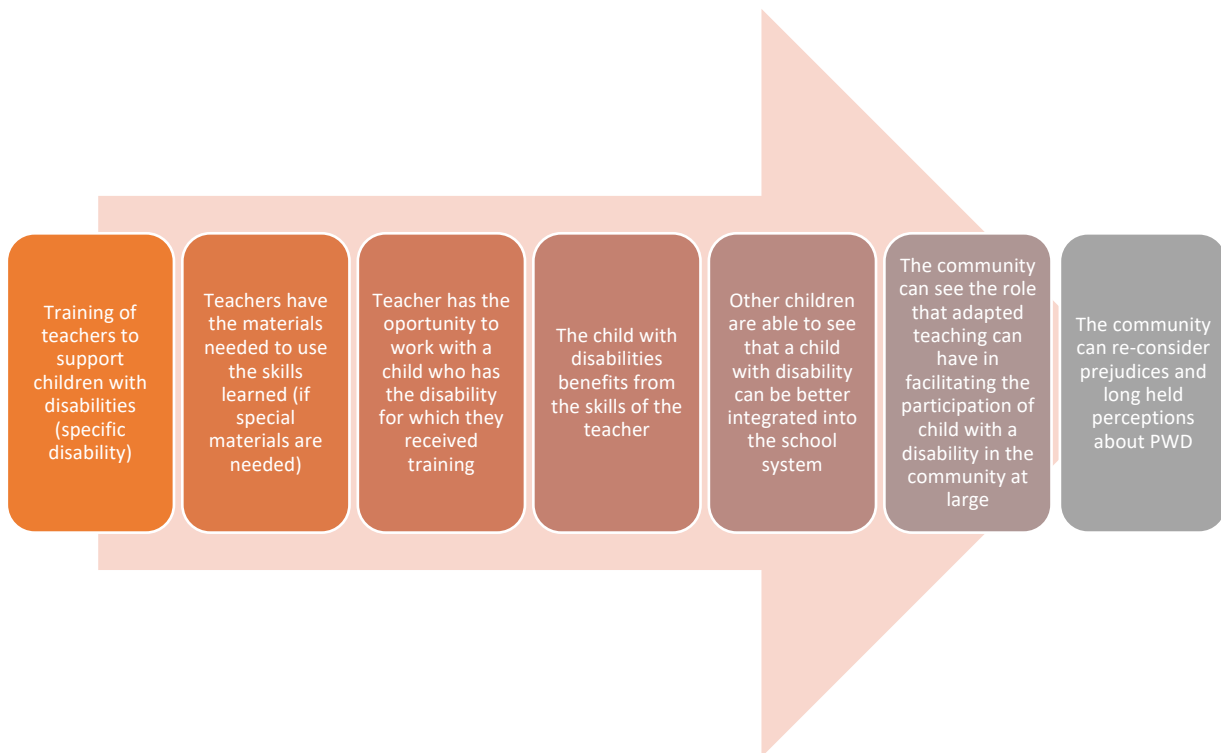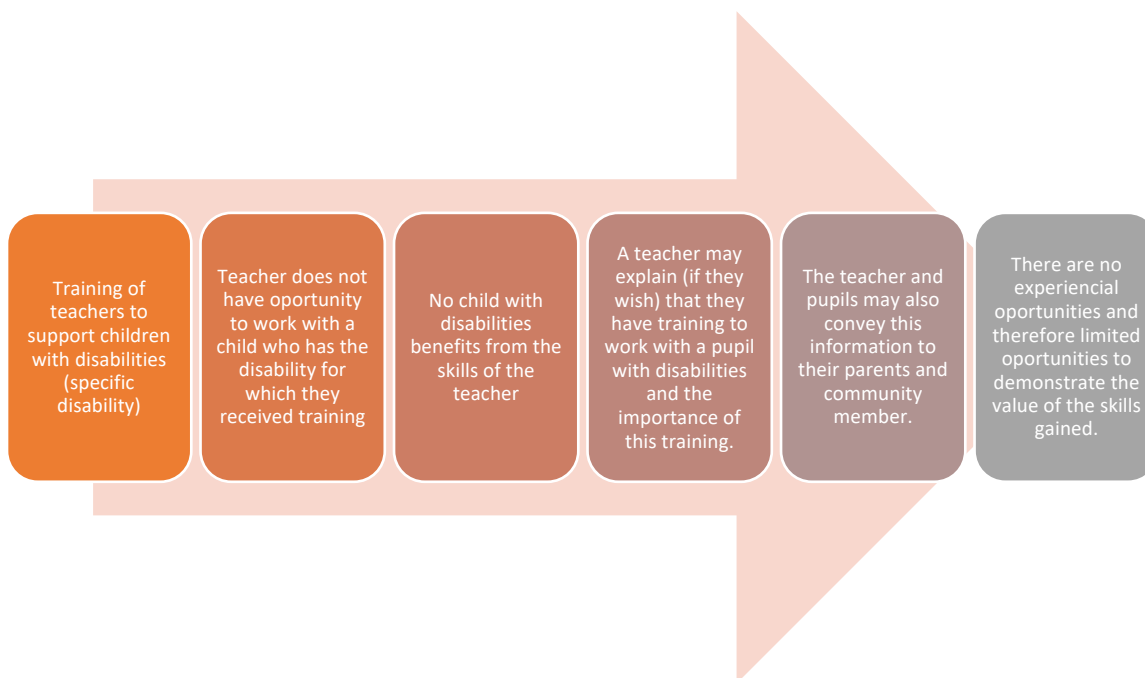
Figure 5 Example b- where a teacher is trained but does not have the opportunity to use their knowledge

| Training of teachers to support children with disabilities (specific disability) | Teacher does not have opportunity to work with a child who has the disability for which they received training | No child with disabilities benefits from the skills of the teacher | A teacher may explain (if they wish) that they have training to work with a pupil with disabilities and the importance of this training. | The teacher and pupils may also convey this information to their parents and community member. | There are no experiencial opportunities and therefore limited opportunities to demonstrate the value of the skills gained. |

The above example is not, of course, true to all support provided. For example, building capacity amongst key personnel to identify disabilities can be an important skill even if the person trained never uses the knowledge secured.

In relation to the rights of persons with disabilities, Atlas Alliance has worked considerably on two main areas of note. First, through the support of advocacy efforts by Atlas Alliance organisations and partners and second, through programmatic activities such as the examples noted earlier. The work on advocacy is important, and the legislations to which global south and Atlas Alliance organisations have contributed serve to highlight this. The efforts to build capacity and enable local actors to improve their ability to engage in Advocacy as well as their ability to be engaged with by key actors (e.g. government) have improved. Notably, respondents do stress that these processes are long and that change is slow. This is not a shortcoming of the support provided but the nature of the work itself. However, it is critical to underline that while legislative processes are an important step, the disability sector requires support for a far longer period to ensure that new legislation is implemented and that the rights of persons with disabilities are met.

The support provided to partners has been operational as noted above or focused on building their capacity to enable them to advocate more actively, and also at the administrative and management levels. At an overarching level, there is a degree of mismatch between what the programme is trying to achieve and what it is realistically possible to achieve. The documentation suggests a level of expectation of progress that appear misaligned to the realities of the sector and what can be achieved, and critically of how long it might take to achieve expected results.

In relation to gender, there is a clear policy document (see box 2), and data is disaggregated by gender. However, there was no evidence that more in-depth analyses regarding how gender and disabilities interact have been systematically conducted. This is important because gender may have a considerable impact on how persons with disability experience life. In turn, this type of assessment could lead to a refocus of interventions. Discussions with respondents suggested that the interaction between gender and disability is rooted in local cultural practices, and hence this type of assessment is very contextual.

3.3.2 Civil society strengthening

Atlas Alliance has focused considerable effort on the development of tools and mechanisms that facilitate the strengthening of partners both in Norway, where relevant and in the global south. Examples of these are included earlier in this Review. More specifically and worth highlighting here are:

There is also a due diligence tool that is to be used by Atlas Alliance organisations to score their local partners on aspects of identity (e.g. legal status in the country of work, organisational guidelines, legal compliances, etc.), governance (e.g., leadership and management oversight and financial mechanisms); leadership (e.g. recruitment transparency, skills, role distribution); organisational management (e.g. planning, budgeting and reporting, Monitoring and Evaluation systems; risk management mechanisms; human resources (e.g. existing capacity and skills sets, recruitment mechanisms; financial management (i.e. financial sustainability, financial systems asset management, financial mechanisms, auditing); anti- corruption (policies and implementation of mechanisms); and organisational performance (e.g. ability to deliver on activities which are relevant and sustainable in the longer term). These parameters are used to ensure that partners in the global south meet basic requirements to be in compliance with Norad, but also enable the opportunity to identify areas of weakness which can be further developed, supported and strengthened.

Of specific relevance, given the current case in Malawi, is the effort to develop and support a mechanism to prevent anti-corruption. The guidance is set out in the Atlas Alliance Anti-corruption Plan 2020-2024, which clearly delineates the requirements and guidelines for Atlas Alliance organisations and partners, including partners of Atlas Alliance organisations in the global south.

A critical element to this type of support is that Atlas Alliance secretariat establishes the tools and guidance but also oversees their compliance (e.g. checks that the actions have been taken by all relevant organisations). The secretariat is also continuing to work towards populating a platform that will contribute to organisational strengthening. The platform includes aspects related to management, finances, and operational activities.

Organisations themselves note that the support provided has been, for the most part, extremely valuable. The one caveat to this is related to Monitoring and Evaluation. The issue of Monitoring and Evaluation, which has come up consistently, is one that needs special attention. It is not that partners feel that activities should not be monitored, but rather how this can be done meaningfully. The TOFI MERL Monitoring and Evaluation System is comprised of multiple components, of which the routine monitoring system (digital system) is only one. This system was also highlighted by the Midline Review of TOFI conducted earlier in 2022. The ET acknowledges that the system does enable the systematic data collection and analysis and that this does save time and effort at the higher management levels. The ET highlights the need to focus attention on the issue because it sees that there is an important opportunity to ensure that monitoring becomes an integral part of planning and implementation at all levels, but unfortunately, the current focus, as highlighted by interviewees, was on the cumbersome and time investment elements rather than on the value the system brings. At the same time, based on the different views expressed regarding monitoring generally, it appears that since the system is young, the opportunity to shift this perception on its value and role is still within reach.

The organisations that have been supported through Atlas Alliance include ones that provide direct support to persons with disabilities (income generation, accessibility to schools) or to persons who can support persons with disabilities directly (teachers and health workers). At the

same time, the Atlas Alliance support has been instrumental in supporting the establishment of an institutional voice for persons with disabilities in the countries where they work. These efforts are important to both amplify the voice of persons with disabilities and strengthen their position locally and, in doing so, build a degree of sustainability to the support provided.

The results of the advocacy work conducted are noted, including progress with legislation, recognition and inclusion in key spheres (e.g. discussions with the government). While it is not possible to attribute this to work conducted with Atlas Alliance-administered resources alone, respondents in the different case study countries note that the success attained can be, at least in part, attributed to the resources that they have secured from Atlas (Framework contract and TOFI) (e.g., Atlas Alliance has contributed).

In sum, at a general level, respondents from partner organisations in the global south highlighted the value of the support received at multiple levels: first, funding that enables them to conduct activities which have a direct benefit for persons with disabilities; second, the funding enables the conduct of advocacy which is also intended to benefit persons with disabilities; third, the support has enabled them to strengthen their organisational infrastructure (systems and mechanisms) and lastly, the partnership provides them visibility, the opportunity to come together with other organisations internationally and locally and capitalise on the knowledge and experiences from others. The latter, while less tangible, should not be discounted. Indeed, multiple respondents highlighted this as critical. In some instances, noting that the ability to say that they have Norwegian support alone was in and of itself meaningful, as it serves to convey the importance of the issue (e.g., persons with disabilities).

3.4 Ability to Relate: Partnerships and Responsiveness

A key feature of Atlas Alliance is the relationships that make it up and the relationships it builds and supports with organisations in the global south. As mentioned in the first section of findings, Atlas Alliance is an umbrella organisation of Norwegian organisations, which, in turn, work in partnership with organisations in the global south. In this sense, Atlas Alliance can be understood as a facilitator of these relationships through the funding it has been able to secure and the support structure (organisational capacity) it has been able to put in place.

The roles and relationships between the different entities vary. Some organisations Atlas alliance organisations have long histories of working with partners in the global south, while others have more limited experiences. The relationship between the different elements: The secretariat, the Atlas Alliance organisations, the partners, and the partners of Atlas Alliance organisations varies considerably between agencies. As noted earlier, there are formal relationships between the Atlas Alliance secretariat, the board, the member organisations and the partners (both TOFI partners and partners in the global south). Here, however, the focus is more on the roles and perceived relationships of each entity (category of actors).

Specifically, the level of receptiveness of the secretariat was perceived differently by different organisations. Some respondents felt the secretariat was responsive and helpful. Others felt that the secretariat was not always accessible as they needed/wished for and that lines of communication could be improved.

Some respondents also remarked that the secretariat was not always inclusive in its approach to engaging with partners. Indeed, noting that it is critical that the secretariat does not see itself as an organisation but as an entity that represents the Atlas Alliance organisations, and this requires

more attentiveness to needs and reflection from the secretariat to ensure that they are meeting the needs of the Atlas Alliance organisations.

For their part, the Atlas Alliance organisations were consistently commended by partners in the south for being supportive and democratic in the way they provided support. However, it was also noted that in multiple instances, and specifically on issues related to Monitoring and Evaluation, partners and their global south counterparts often faced challenges with data collection and with understanding the value of the information collected. This highlights the need for more attention to the relationship between the type of data being collected, its purpose and the method used to collect it (see Box 3). Atlas Alliance highlights in response to these observations that they are committed to efforts to ensure that persons with disabilities are "on the driver´s seat of data collection and studies." The Atlas Alliance secretariat also notes that they have an extensive online training platform and that partners have had the opportunity to review tools prior to use. The interviews conducted during this assignment noted that a considerable number of persons directly engaged with the programme perceived the review process of the M&E tools developed by the secretariat as one that had not permitted actual review and dialogue.[4] The ET can confirm that the training modules are available, but it is too early to know how effective these are. Certainly, it demonstrates an effort on

> **Box 3: Monitoring and Evaluation**
>
> Atlas Alliance Secretariat has invested considerably in the development of a robust system to collect indicators on progress, which includes detailed definitions and objectives for the different indicators, as well as guidance on requirements for how they must be collected. This process is intended to meet important reporting requirements for Norad. For TOFI specifically the system is intended to enable to effective data collection across the whole programme. While this is a considerable step forward in terms of reporting the introduction of the system has faced noted challenges. Multiple respondents felt that the system was imposed on them and that there was no real opportunity for discussion and co-design. Some respondents felt that the lack of collaborative engagement led to the development of a system which while very robust failed to consider important criteria. The most noted elements included: a) ability of partners in the global south to use the system. This included issues with access to key software, hardware and connectivity that could enable them to effectively use the system; b) resources needed to collect and enter the data took considerable valuable resources away from the conduct of activities; c) limited understanding on the ground as to how the data could be used for the development of programming.
>
> Documentary Sources: Atlas TOFI indicator List

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[4] Atlas Alliance highlights that the roll out was done during the pandemic and was done quickly. This may have contributed to the perception of lack of ownership amongst respondents that they were not able to effectively contribute to the development of the tools. Indeed, some respondents acknowledge that they received the tools for review, but these were finished, therefore there was no real opportunity to make modification. The tools had not, according to some respondents, emerged from a participatory process.

behalf of the Atlas Alliance secretariat to support capacity development. The ET is not in a position to comment on the degree to which persons with disability "drive" the data collection process.

Despite these challenges, all agree that having an umbrella organisation is a critical element for support work with persons with disabilities in the global south. On review, the feedback received speaks more about fine-tuning the different relationships and ultimately improving dialogue than any more serious inter-organisational challenges. All respondents agree that Atlas Alliance as an organisation, and the secretariat as a key element of it, is an important asset to all and presents opportunities that could otherwise not be explored or exploited.

As has been alluded to earlier, there are opportunities for further developing a more collaborative programme development process that better capitalises on the experience, not only of the Atlas Alliance organisations and partners but also of the organisations in the global south.

Persons with disability are largely included through their engagement in the partner organisations themselves. Organisations are composed of, staffed by, and or represent persons with disabilities. However, in some instances, at least, the realities faced by the persons with disabilities whose voices are actively heard are dissimilar from the realities of persons with disabilities, part of the population at large. In some instances, it was unclear how the voices of end beneficiaries were heard or collected. The income generation project in Mozambique is one such example. The beneficiaries interviewed were clearly thankful. However, in view of evident results, the review team is left to wonder if the gratitude is because they now have something that they did not have previously (something is better than nothing) and/or because they feel seen at last. The evidence suggests that gratitude is not due to meaningful income generation, as this has not been achieved.

A critical point that also deserves attention here is the relationship with the context. Specifically, it was noted that the scope of the problem in many, if not all, the countries where Atlas Alliance works in the global south is not well known. The opportunities that Atlas Alliance organisations have through the framework contract, or Atlas Alliance organisations and partners have through TOFI, to fill this gap is limited. Discussions with multiple respondents in both Oslo and in case study countries highlighted the challenge that is not having an overarching understanding of the scope of the problem in relation to the implementation of programmes, the support for legislation and even advocacy efforts. Put simply, organisations advocating for change do not have a clear understanding of how many people they are advocating for. On the one hand, knowing the scope of the problem is, arguably, not the responsibility of Atlas Alliance. On the other hand, not knowing this has a direct impact on Atlas Alliance being able to achieve its objectives and understanding progress in relation to the challenge faced. Without this baseline data, it is difficult for Atlas Alliance, or any of the Atlas Alliance organisations or partners, or any other organisation, to respond to needs. Despite the above challenges, the interviews and reports suggest that Atlas Alliance has been able to respond, to a certain degree, to change within the different contexts based on their own baselines and data that they have collected, which, while it does not provide a full picture it provides a better picture than what was there, to begin with.

4. Conclusions and Recommendations

Ability to be: Atlas Alliance has a strong identity and a clear structure, both governance and management. It is able to represent the Atlas Alliance organisations and effectively meet the demands of the donor, including clear policies and guidelines for staff and partner organisations. Financially too, the organisation is in good standing.

The organisation has been growing rapidly recently, and this always presents challenges; the data suggests that this has been, for the most part, well handled. One area which could benefit from improved attention is communication with and learning from the Atlas Alliance organisations and partners. The secretariat must maintain its role as a representative of, and facilitator for, the Atlas Alliance organisations and not become an organisation in its own right. Balancing the mentioned goals and ensuring compliance with the donor can be difficult, but a challenge that Atlas Alliance staff appear well equipped to handle (i.e. have the culture and competence to do so).

Ability to organise: Atlas Alliance has robust financial mechanisms and effective auditing systems. This is also true of the Atlas Alliance organisations and partners as pertains the Norad funding.

There have been financial issues before, and indeed a considerable case of corruption in Malawi at this time. However, these issues are being addressed and should not constitute a major concern in moving forward. Importantly, the mechanisms to identify possible future challenges (e.g. corruption) have been strengthened.

Ability to do: Atlas Alliance has been able to support the strengthening of the sector and support their constituency (persons with disability) through the programmes funded. However, there are questions about how effective all activities have been and the degree to which these could have been even stronger. There are also important opportunities for more collaboration between the different organisations.

Ability to Relate: Atlas Alliance includes a wide range of organisations and partners. The data shows that, by and large, the Atlas Alliance secretariat is able to support the Atlas Alliance organisations and partners effectively. However, there are instances where Atlas Alliance secretariat has not demonstrated a clear understanding of challenges faced by partners and Atlas Alliance organisations in the global south. A stronger dialogue between the Atlas Alliance secretariat and Atlas Alliance organisations that is more receptive could be valuable. Still, partners consistently note that the relationship has been to their considered benefit.

Recommendations for Atlas Alliance:

9. Atlas Alliance needs to explore, with more attention, the use of mechanisms to ensure improved communication and dialogue with the Atlas Alliance organisations and focus attention on an improved understanding of local partner organisations in the global south, their contexts and realities. Such an approach will serve to improve the way that Atlas Alliance can support the Atlas Alliance organisations and ensure that programmes attain their objectives.

10. Although programme design has been considered very inclusive thus far, it is less clear how much focus has been placed on synergising support/activities conducted. Ensuring

that the intervention benefit from the collective knowledge of the Atlas Alliance organisations and partners should be a priority in project design.

11. Budgets should ensure that qualified staff can be secured, both men and women (aligned with local salary expectations and revision of pay gaps). Salaries should serve to ensure that qualified staff can be secured and retained.

12. Support to ensure that reporting by global south counterparts and Atlas Alliance organisations is realistic (the capacity to conduct reporting is available) and meaningful (reporting will be used to improve programming).

13. Ensure that gender is mainstreamed into all activities conducted in a systematic and robust manner. This includes the need to understand the gender implications of different disabilities in different contexts. This will serve to ensure alignment with gender approaches supported by Norway.

14. Qualitative assessments of the indicators collected are essential. Without this, it is not very clear what has been achieved. The process of systematic qualitative assessment will also be critical to improving programming. The question is not only about improving coverage, but what does the improvement in coverage mean? Securing this data will require a keen focus on change mechanism that targets local conditions and a set of tools that periodically explores whether or not the change mechanism identified are delivering as expected. This approach requires that partners and implementors on the ground develop a reflective approach to the work conducted. This type of nuance deserves attention in annual reporting.

15. Assess the reporting mechanisms used by partners and invest in attempting to find a way that a) meets Atlas's own contractual requirement obligations and b) reduces double reporting that different partners have to do.

16. Enter an honest dialogue with the donor about the challenges of supporting the disability sector and the realities faced to ensure that there is a collective understanding of what can be expected in the different contexts and what it will take to achieve certain objectives (time and financial resources).

Recommendations for Norad

4. Consider working with Atlas Alliance to develop a programme that can be sustainable (will be nested within a social protection national structure and maintained through said structure) and which provides a baseline on disability (demographic and type of disability data) that has national coverage in the countries where work is done. This will enable more accurate targeting to see where what type of support is most needed.

5. Consider supporting a Phased Monitoring and Evaluation effort which takes into account the time needed to effectively train counterparts, the capacity (person power and resources such as IT or network) needed to maintain the chosen system and focuses specific attention on the development of feedback loops that serve to ensure that staff on the ground are keenly reflecting on their experiences on the ground and are encouraged to adapt interventions as may be needed. Such a system would require the following:

   a. Considerable resources are invested in monitoring, which in turn could mean, for example, the need for additional staff on the ground to ensure that needed information is being collected.

b. A review or evaluation of what is being achieved with the online capacity development effort – is it achieving the expected result? How can it be improved? What resources will be needed to improve it if improvement is needed?

c. Support for a clear feedback loop which encourages reflection. This may mean an organisational shift in thinking for many actors where discussion and reflection are encouraged. Specifically, this could include, for example, a dialogue with on-the-ground partners to determine which data is most needed and most useful for them at this time to inform programming. Such a process of priority setting could then lead to the collection of a more limited data set for an interim period (1 year) but would enable partners to collect and actively use the information, which in turn would serve to validate the monitoring and evaluating for the planning process. Such a process would mean that Norad may not have a full data set from the start, but the trade-off would be that end users do not see monitoring as a reporting effort but as a planning and adjustment effort.

6. Recognise that corruption is a reality and that this can, at times, despite best efforts, affect activities funded. While it is important that when funds can be recovered, they are recovered, care should be taken to ensure that the return of funds does not render organisations non-operational, as this ultimately has an impact on the beneficiary groups.

Annex A: Terms of Reference

1) **Purpose and scope**

   As part of Norad's management of cooperation agreements, Norad periodically performs organisational reviews. This review will serve as an important control and quality assurance function and should enable Norad to take informed decisions on support and identify important dialogue and follow-up issues. The review shall provide recommendations to ensure better planning and follow-up by Norad and by the grant recipients.

   This specific review will be broad, will cover the time from the last organisational review (2018) until today, it will include the standard aspects of an organizational review, however, we ask the review team to put special emphasis on financial control and anti-corruption.

2) **Background**

   The Atlas Alliance is a Norwegian umbrella organisation for Norwegian Disabled Persons Organisations (DPOs) engaged in international development work. Founded in 1981. The Atlas Alliance has a long trajectory of promoting the rights of persons with disabilities and have been a long-lasting partner of Norway in inclusive development cooperation. Norad currently has three agreements with the Atlas-Alliance:

   QZA-19/0256: Leave No One Behind (LNOB). NOK 355 mill 2020-2024. 2020 was the first year in a new five-year framework agreement (2020- 2024) between the Atlas Alliance and Norad. Under the 2020-2024 framework agreement, the Atlas Alliance coordinates and supports six Norwegian DPOs and one affiliated organisation in the planning, implementation, monitoring and reporting of a total of 34 projects in 13 countries and regions.

   QZA-19/0044: Together for Inclusion (TOFI). NOK 494 mill 2019-2023. In this programme Norwegian Disabled Persons' Organisations (DPOs) cooperates with Norwegian Non-Governmental Organisations (NGOs). The program combines the reach and development expertise of the large NGOs with a rights-based approach and the specific knowledge of the DPOs, the programme puts persons with disabilities in the driver's seat. The program has activities in 6 countries, within the following 4 thematic areas 1) organizational capacity development and disability rights advocacy, 2) inclusive education and 3) economic empowerment.

   QZA-21/0066: Global Disability Summit (2022). NOK 5 mill 2021-2022. The overarching goal of the Atlas Alliance's project is to ensure the inclusion of, and active participation by, Disabled Persons' Organisations (DPOs) in all relevant activities in the planning, implementation and follow up of the Global Disability Summit (GDS) 2022.

   Norad last did an organizational review of Atlas in 2018 (p360: 1800791)

3) **Assessment criteria/questions**

   Full organizational review

The review shall describe, analyse and assess the full organization under review, including following aspects:
1) Organisational structure; 2) Governance; 3) Cost efficiency; 4) Financial management; 5) Results management; 6) Contribution to strengthening civil society.

The consultants shall, as part of their call-of response submit a suggested set of review questions/the suggested review matrix to be used. The review questions/matrix submitted shall be based on the methodology presented in the tender documents for the framework agreement. The final version of the review questions/matrix shall be approved by Norad.

Particular attention should be given to reviewing the following aspect and issues:

Organizational structure and governance: Since the last organisational review, Atlas has two (not only one) large program agreement with Norad. This has made the overall structure and roles and responsibilities for the work to be implemented through the Atlas agreements more complex. We therefore ask the consultant to:

- describe the role and responsibilities of each organisational segment in the agreements and assess their added value (including umbrella secretariat (headquarters), Norwegian member organisations, Norwegian NGOs that are part of the TOFI consortium, national umbrella organisations and local partners).
- Assess synergies and challenges with having two parallel structures tied to the two different larger agreements. Assess synergies between the different programs.
- Assess the level of implementation of the recommendations from the 2018 organisational review (1800791-20). In 2018 the review team visited Norwegian Association of Disabled (NAD) and the Norwegian Association of the Blind and Partially Sighted (NABP) and two of their partners in Malawi, the Federation of Disability Organisations in Malawi (FEDOMA) and Malawi Union of the Blind (MUB).

For your information, the Mid Term Review of the TOFI program is to be finalized shortly. The MTR scrutinized the consortium Together for Inclusion as a cooperation model. Findings from this MTR will be relevant when assessing structure and governance.

Cost efficiency and financial management: There have been several incidents of suspicion of financial irregularities reported to Norad during recent years, the most recent has been tied to The Norwegian Association for Spina Bifida and Hydrocephalus' (RHF) partners. At the same time, Atlas has been working systematically to improve their financial control and anti-corruption work. We request the consultants to give special attention to internal control systems in this review. We therefore ask the consultants to:

- Assess the level of compliance with internal control systems, including procedures for preventing, revealing, handling and following-up and learning from financial irregularities. Include RHF in this assessment.
- To what extent do the above-mentioned systems and practice comply with the requirements set out in the agreement with Norad?
- What areas of Atlas' partnership models are most vulnerable for corruption?
- Assess to which degree Atlas' and their partners have followed up comments and recommendations on financial management given in management letters, following cases being investigated by Norad's Internal Audit and Investigations, comments given in annual meetings, report approval etc.
- For Norwegian Association of the Disabled (NAD/NHF), assess to which extent the recommendations in the internal audit from April 2020 (1501193-261) has been implemented.

- Assess the amount and share of costs spent by secretariat (HQ), Norwegian partners, local partners (including umbrella organisations). Assess the costs versus added value of each cost segment analysed.
- Assess the level of overhead/administration costs at each administrative level.

Contribution to strengthening civil society:
When assessing the partners contribution to Strengthening Civil Society, we ask the consultants to assess strengthening of Organisations of Persons with Disabilities (OPDs) in particular.

- To what degree has Atlas contributed to strengthening their administrative and financial management capacity.
- Within strengthening of OPDs and advocacy work, to the extent possible, verify the accuracy and objectivity of selected reported results in the field.

4) Methodology
The following sources of information should be used in the review: Document reviews; phone/video interviews of grant recipient's management and staff/sub-grantees/other donors; remote spot checks of systems[5]; remote spot checks of projects or grant recipients; field visits with face-to-face interviews and physical spot checks etc.

The following partners should be interviewed and reviewed in Norway:

- Atlas-alliance secretariat Oslo.
- "Norges handicapforbund" (NHF)/Norwegian Association of the Disabled (NAD), Oslo. In 2019/2020 they received 40 % of the funds through the LNOB agreement and 17 % of the TOFI agreement funds. To assess how recommendation from special audit has been followed up.
- The Norwegian Association for Spina Bifida and Hydrocephalus. Receives 5 % of 2019/2020 LNOB funding and 4 % of the 2019/2020 TOFI funding. Receive little funding but should be visit due to several recent cases tied to poor financial management.

- If field visit is done to Mozambique, the following should be visited and reviewed in Norway:
o "Norges Blindeforund" (NBF)/The Norwegian Association of the Blind and Partially Sighted (NABP), Oslo. In 2019/2020 they received 29 % of the funds through the LNOB agreement and 11 % of the TOFI agreement funds.
o The Norwegian Federation of Organisations of Disabled People (FFO) should be visited in Oslo.

- If field visit done in Uganda, two of the following should be visited and reviewed in Norway:
o The Norwegian Association of Disabled (NAD),
o The Norwegian Association for Persons with Intellectual Disabilities (NFU),
o The Norwegian Association for Spina Bifida and Hydrocephalus (RHF),

- Consider visiting one Norwegian NGO that is part of the TOFI consortium, e.g. ADRA Norway (17 % TOFI funds 2019/2020) or Save the Children Norway (11 % of TOFI funds 2019/2020).

Options for fieldwork, one country should be visited: Fieldwork should be done in either Mozambique or Uganda. Which country to do field work in should be decided in dialogue with the consultants. The consultants local contacts, language skills, experience with work in the country, security training, and other factors will impact which country to choose. It is important that members of the Atlas Alliance (Norwegian OPDs) implement activities in the country chosen. Norwegian NGOs that are partners in TOFI are to a large extent already partners with Norad, hence separate organisational reviews on these organisations are carried out on a regular basis.

Proposed country for county visit 1: Mozambique: 23 % of the TOFI funds 2019/2020 went to Mozambique and 4 % of the LNOB agreement (2020). Partners with budgets (2019-2022) through TOFI in Mozambique: The Norwegian Association of the Blind and Partially Sighted (NABP): 40 MNOK; Save the Children: 18,7 MNOK; "Naturvernforbundet": 10,2 MNOK; Norwegian Federation of Organisations of Disabled People (FFO): 9 MNOK. Save the Children is the only partner of Atlas with a country representation in Mozambique. If a field visit is conducted in Mozambique, as a minimum the following should be visited:

- Visit The Norwegian Association of the Blind and Partially Sighted (NABP) local partner Association of Blind and Partially Sighted of Mozambique (ACAMO). NABP has a leading role implementing TOFI in Mozambique. ACAMO is a long-term partner of NABP.
- Visit The Norwegian Federation of Organisations of Disabled People (FFO) local partner The Mozambican Federation of Disabled Persons' Organisations (FAMOD). This is a new partnership under the TOFI agreement.
- Visit Save the Children's local office. However, as Save the Children are partners of Norad, and a separate organisational review is carried out on their organisation, there is no need to assess local routines and practices, however, emphasis cooperation with Atlas.
- Consultants should visit 1 or 2 project implementation sites.

Proposed Country for visit 2, Uganda:

18 % of LNOB funds (2021) goes to Uganda and 31 % of the TOFI funds (2019/2020). Uganda is the implementation country receiving most funding through Atlas agreements. Through the TOFI agreement the following are active in Uganda: The Norwegian Association of Disabled (NAD), The Norwegian Association for Persons with Intellectual Disabilities (NFU), The Norwegian Association for Spina Bifida and Hydrocephalus (RHF), The Stromme Foundation (SF), and Save the Children Norway (SC). NAD and RHF are also active in Uganda through the LNOB agreement, in addition to Signo and YMHN. If a field visit is conducted in Uganda, who to visit and assess should be decided through dialogue.

Is there a need for an inception report? Norad believe the deviation from the standard matrix are limited, hence an inception report is not needed. Norad asks to receive a zero-draft report.

We ask that the team has the following competence:
- Master's Degree in relevant field, including demonstrable experience in evaluation techniques, including logical framework approach, participatory M&E methods that examine causal relationships using quantitative and qualitative data such as process tracing or contribution analysis, among others.
- At least 5 years of relevant experience.

- We ask that the team include expertise, through a team member or external collaboration, on inclusion of persons with disabilities and disability rights. We encourage to include a person with disability in the team.
- Proficiency in English and Norwegian and ability to deliver high quality analytical reports.
- Depending on location for fieldwork, the team should also have proficiency in Portuguese (Mozambique).

5) Budget, timeframe, and reporting:

- Budget: Combined budget ceiling (for review of both Atlas and HI) is 750 000. A tentative distribution between the two is 350 000 NOK for HI and 400 000 for Atlas, given Atlas is a bigger partner with a more complex structure. A draft budget shall be part of the response letter from the consultants. (Fixed price is also an option)
- A draft workplan shall be part of the response letter from the consultants. Deadline for the final report is 10th of October 2022.
- The final report shall present conclusions backed by reference to findings and give clear recommendations. The report shall include a summary.

Annex B: Review Matrix

The ToR demonstrate that each of the organisational reviews, of which this one focuses on Atlas Alliance, need to explore all 4 abilities, and as suggested in the Tor also explore the relationship between these. Taking this and the specific questions listed in the ToR the following is suggested (See tables overleaf). Where a specific focus is for one organisation (i.e. in this case Atlas Alliance) this has been specified and marked in bold. Other broader questions denote the type of questions that will be explored in the effort to respond to the overarching objectives of the assignment. That is to explore the: 1) Organisational structure; 2) Governance; 3) Cost efficiency; 4) Financial management; 5) Results management; and 6) Contribution to strengthening civil society.

A. Ability to Be

Review areas	Review aspects and questions from ToR	Indicators	Assessment methods/sources
1. Organisational structure and Governance			
Organisational structure	• Assess the organisational structure related to international development work of each grant recipient. • Assess the role and responsibilities of each organisational segment (including headquarters, any regional offices, local representatives and local partners). • Assess the value added versus costs of each organisational segment (including headquarters, regional offices, local representatives and local partners) (to be analysed in conjunction with cost effectiveness as outlined below). • Assess the capacity and competence within Norad's grant recipients to support implementation of the programme (both thematically and administratively). • To what extent are the organisations adequately staffed in relation to their tasks and responsibilities (technical expertise, country knowledge, monitoring and evaluation, financial management etc.)? • **Atlas: Explore and describe the organisational structures and systems, including different responsibilities and roles, and opportunities for synergies.**	• Extent to which the organisational structure effectively supports the grant recipient's mission, strategy and delivery of its programme, and any changes in this regard • Extent of influence on the allocation, use and implementation of inputs exerted by different organisational entities and selected local partners • Level of experience and competence demonstrated by the management and staff with regard to the focus areas and countries of work and the administration of the programme (M&E, financial management, etc.) • Extent to which the organisation is fully staffed (no vacancies) and experience regarding staff turnover or attendance problems • Existence of transparent system for recruitment of personnel • **The above indicators will respond to the issue of synergies listed in the previous quadrant, but this will be specifically highlighted in the assessment, review and report.**	Review of • Statute, organisational chart and strategic plan • Agreements with local partners • Programme and project proposals and progress reports • Programme budgets and financial reports • Staffing plan/lists • CVs/professional staff profiles • Prior evaluations, reviews and audits Interviews with women and men: • Managers and staff • Board members • Selected local partner organisations
Governance	• Assess the governance structure of the organisation, its components and relations. • If applicable, assess the composition of the Board, the competencies of each Board Member, and the process of appointment to the Board. • Assess to what extent there is separation of duty between the Board and the Management of the organisation. • Assess to what extent the Board is able to exert quality control and spending control over the operations of the organisation.	• Extent to which the governance structure has been formalised, effectively operationalised, and ensures accountability, transparency and participation • Extent to which Board membership is politically neutral, gender balanced and adequate for carrying out mandated duties • Existence of clear division of roles and responsibilities between the Board and management of the organisation (and limitations on the power of management) • Existence of a process whereby Board members are elected through a transparent process for a defined time period by the organisation's membership • Extent to which the Board reviews, deliberates and approves the organisation's strategic plan, programmes and projects, budgets and financial reports	Review of • Statute and organisational chart • Minutes from Board meetings and annual members' meetings • List of Board members • Board regulations • Job description of Executive Director • Board reports Interviews with • Board members • Executive Director

B. **Ability to Organise**

Review areas	Review aspects and questions from ToR	Indicators	Assessment methods/sources
2. Cost-efficiency and financial management			
Management	• **Ability to respond to and integrate learnings from the previous organisational review or similar process (mainly Atlas).**	• Review of management response to organisational review and documentation of meeting demands.	Review of • Relevant documents depending on the recommendations made Interviews with (depending on recommendations made) • Managers and staff • Board members • Selected local partner organisations, may require phone calls to other countries, such as Malawi, for example
Money-Flow Analysis and Cost-Efficiency	• **Assess the amount and share of costs spent by headquarters, any regional offices, local offices/representatives and local partners. Assess the costs versus added value of each cost segment analysed**. • Assess the level of overhead/administration costs at each administrative level. • Assess the reasonableness of the cost levels for salaries, travel, *per diem*, use of allowances and benefits (at headquarters, any regional offices, local offices/representatives and local partners, with detailed analysis of local partners in the selected countries). • For the selected local partners, what is the share of funding from Norway versus other donors and locally generated funds?	• Share of Norad funds used for covering different types of costs at all levels of operations • Share of administrative costs incurred in Norway in relation to total programme costs covered by Norad's contribution • Share and amount of funds sub-granted to local partner organisations and/or used for implementation of local projects • Extent to which salary levels, allowances and benefits are market-based and formalised in policy subject to regular review • Existence and application of travel regulations ensuring cost-efficiency and not exceeding the ones established by the Norwegian government • Share of Norad funds in relation to the total income of selected local partners • Extent to which planning of inputs is done with due consideration to costs (existence of policies and practices to ensure cost-efficiency)	Review of • Financial reports to Norad • Grant recipient's consolidated financial report for the last year • Detailed accounting data • Salary policy and pay roll documents • Salary market surveys commissioned by the grant recipient • Travel policy and regulations • Annual financial reports of selected local partners Interviews with: • Financial Manager • HR Manager • Programme staff

Financial management		
• What is the annual income/revenue? And its income sources? Is the income/funding predictable? • How solid is the organisation? Any deficits? How large is the equity in relation to assets? What are the assets/debts? • What do the most recent financial statements tell us? What are the levels of cash, debtors, creditors and other outstanding liabilities? Assess the procurement guidelines and level of compliance with such guidelines. • **Assess the financial guidelines and accounting system and level of compliance with such guidelines (refer to Norad's checklist regarding financial management)** • Assess the systems and procedures in place for preventing, revealing and handling financial irregularities and corruption, and the level of compliance with such systems and procedures. Is there regular communication and training on staff responsibilities in relation to reporting fraud, bribery and corruption? What areas of the organization/activities contain the most risk for corruption? • To what extent do the above-mentioned guidelines and actual practice comply with the requirements set out in the agreement with Norad? • **Assess follow up with suggestions made (re financial compliance) – (Atlas)**	• Extent of recurrent, long-term and diversified funding available (including the volume of reserves) • Existence of guidelines and mechanisms that ensures competitive and transparent procurement of goods and services Comprehensiveness of financial management guidelines (e.g. covering information on division of roles in financial procedures, budgeting and financial reporting, payment instructions, accounting policies, other internal controls) • Existence of segregation of duties within financial procedures, e.g. between accounting and handling of cash • Existence of transparent and standardised procedures for the management of bank and cash holdings • Extent to which accounting is done in a specialised accounting software/database • Existence of regular and timely reports and reconciliations of accounting and bank records • Existence of an up-to-date assets register • Existence of a comprehensive and transparent system for providing, managing and following-up sub-grants to local partner organisations • Extent to which corruption and fraud is prevented, detected and actively followed-up at all levels	Review of • Most recent annual financial report of the grant recipient • Procurement guidelines and records • Financial management guidelines • Anti-corruption/fraud policy • Most recent annual financial report of the selected local partners • Agreement with Norad • Agreements between the grant recipient and selected local partners Interviews with: • Financial Manager • Executive Director • Selected local partner organisations Spot checks: • Application of procurement guidelines • Application of financial management guidelines • Accounting system • Assets register
Auditing process		
• Is there an annual audit of the organization as an entity? Were there any significant matters / weaknesses brought up in the last audit? • Who performed the audit (which company)? Are they independent chartered/certified or state-authorised public accountants? For how long has this auditor been responsible for this organisation? • Are the audits conducted in accordance with internationally accepted standards (IAS)? • Are sub-grants audited as part of the overall audit? • Did the auditor submit a management letter? Did management prepare a response? Are there any significant findings? • Verify that local audits are performed and that the last audit opinion was unqualified. • Describe the audit process from local audit to the	• Existence of an audit policy requiring annual financial audits of a certain type and standard • Extent and nature of significant matters brought up in the most recent financial audit • Qualification of auditor • Audit standards applied • Scope of the grant recipient's audit • Existence of an auditor's management letter and management response • Existence and nature of local audits • Existence of instructions from the grant recipient's auditor to local auditors and related quality assurance mechanisms	Review of: • Audit policy • Most recent annual financial audit • Auditor's certification • Most recent auditor's management letter • Grant recipient's management response to most recent audit • Local audit reports • Audit instructions to local auditors Interviews with: • Financial Manager • Financial Managers of selected local

	consolidation at the central level. • Assess whether audit instructions are given from the auditor at the central level to the local auditor(s) and further direct communication between the two actors. • Assess whether the auditor at the central level performs any quality assurance of local audits.	partner organisations

C. Ability to Do

Review areas	Review aspects and questions from the ToR	Indicators	Assessment methods/sources
		4. Results achieved	
Results management	• To what extent are the objectives and targets for the selected programmes achieved? • Assess the quality of the reported results by reviewing the organizations' systems and practice for data collection, analysis, quality assurance and reporting. • To the extent possible, verify the accuracy and objectivity of selected reported results in the field. • To what extent can reported results be attributed to Norad's grant recipients' economic and technical contributions to the selected programs? • **To what extent have Organisations for Persons with Disabilities (OPDs) been involved in development and design of activities (HI)?** • **How are the rights of PWD being enhanced (Atlas)?**	• Extent to which the grant recipient together with local partners have achieved expected outcomes and contributed to changes at the beneficiary level, as indicated in reports to Norad • Existence of a M&E system with problem/theory of change analysis, results matrixes, SMART results, baselines, data collection plans and tools, M&E budget, management response and organisational learning mechanisms • Extent to which the results reported to Norad correspond to the ones reported by selected local partner organisations and articulated by target group representatives • Existence of a clear causal relationship between the grant recipient's inputs and the achieved Outcomes • Documented processes of engagement of OPD including guidelines and the detail that these include (level of engagement and nature of engagement) • Documentation on progress on the file of rights of PWD.	Review of: • Narrative reports to Norad • Selected local partners' narrative reports to the grant recipient • Results frameworks at strategic, programme and project level • **Spot checks of documents demonstrating OPD engagement** Interviews with: • Programme staff/M&E officer • Selected local partner organisations Focus group discussions with: • Representatives of target group in selected country

Civil society strengthening	• **To what extent has the grant recipient contributed to strengthening the administrative and financial management capacity of their partners?**
	• Which activities are the partners engaged in? Do they include service delivery, advocacy, a combination of the two, or other activities?
	• If the partner organisations are conducting advocacy at the local or national level in the target country, what results have they obtained? To what extent can this be attributed to their partnership with the grant recipient?
	• Has the partnership benefitted other civil society organisations in the target country beyond the formal partner(s) of the grant recipient?
	• **Within strengthening of OPDs and advocacy work, to the extent possible, verify the accuracy and objectivity of selected reported results in the field.**
		• Extent to which the selected partner organisations have developed and improved systems for administration and financial management with support from the grant recipient
		• Extent to which selected local partner organisations have:
		  - influenced or informed decision making
		  - conducted action-oriented research
		  - promoted and defended the interests of specific groups
		  - been engaged in policy debates
		  - formed alliances and coalitions to coordinate action
		  - generated public awareness on particular topics
		• Extent of positive and measurable changes for CSOs at the country level that can be linked to the grant recipients and its local partners interventions
		• Documented material showing accuracy and objectivity of reported results.
			Review of:
			• Narrative reports to Norad
			• Selected local partners' narrative reports to grant recipient
			• Prior evaluations and reviews
			
			Interviews with:
			• Programme staff
			• Selected local partner organisations
			
			Focus group discussions with:
			• Representatives of broader civil society in selected countries

D. Ability to Relate

Review areas	Review aspects and questions	Indicators	Assessment methods/sources
3. Partnership management and responsiveness			

Partnerships and responsiveness	• What partnerships, alliance and networks do the grant recipient maintain in Norway, internationally and in the selected countries?
	• What are the roles and perceived relationships with these partners?
	• To what extent has the grant recipient built effective partnerships in practice?
	• How participatory is the grant recipient's programming process?
	• What is done to ensure that target groups needs and views are reflected in the programming process?
	• How responsive is the grant recipient's programming to emerging developments?
		• Extent of cooperation, coordination and synergies tapped with other NGOs, government actors, private sector, academia, etc.
		• Extent to which choice of partners is justified and based on considerations related to legitimacy, capacity and sustainability
		• Extent to which local partnerships are built on:
		  – trust and accountability (complementary strengths, joint decision-making)
		  – clarity in project management (joint goals, agreed indicators clear division of roles)
		 – shared perceptions and values
		 – mutual support
		 – transparency (in information flows, financial matters, commitments, etc.)
		  – personal relationships
		• Extent to which programmes and plans are based on a credible context analysis and consultations with local partner organisations and target groups
			Review of:
			• Strategic plan
			• Partnership strategy
			• Capacity building policy
			• Programme and project documents and reports
			• Risk logs
			
			Interviews with:
			• Partners in Norway
			• Selected local partner organisations
			
			Focus group discussions with:
			• Representatives of target group and broader civil society in selected countries

Annex C: Persons Interviewed

C1: Norway

Name	Position	Organisation	Gender	Date of Meeting
Aida Tesfai	Assisting Secretary General	Youth Mental Health Norway	F	25.08.22
Anders Strømsodd Hosar	Senior Advisor Anti-Corruption and Organisational Development	Atlas Alliance	M	24.08.22
Charlotte Johansen	Programme advisor M&E	Atlas Alliance	F	25.08.22
Eirin Kallestad	TOFI Advisor	Atlas Alliance	F	25.08.22
Eirin Næss-Sørensen	Head of International Department.	NAD	F	25.08.22
Ellen A. Tvedt	Program Advisor	NAD	F	25.08.22
Geir Finstad	Program director	NABP	M	25.08.22
Hanne E. Witsø	Head of organization and development	FFO	F	24.08.22
Ingunn Gihle	Program Advisor	NAD	F	25.08.22
Justine Strand-Bergesen	Director of Finance	Atlas Alliance	F	24.08.22
Katinka Zeiner	Finance officer	Youth Mental Health Norway	F	25.08.22
Lily Ann Elvestad	Chairperson of the Board	Atlas Alliance	F	26.08.22

Liv Tørring	Managing Director	RHF	F	26.08.22
Marit Sørheim	Executive Director	Atlas Alliance	F	24.08.22
Marte Onstad-Svare	Director of Program	Atlas Alliance	F	25.08.22
Mateo Corrales Hoyos	Programme Director	NABP	M	25.08.22
Morten Erikson	Special Adviser	Atlas Alliance	M	24.08.22
Nina Hjellegjerde	Director of Organisational Development and Administration	Atlas Alliance	F	24.08.22
Nora Ingdal	Member of the Board	Save the Children	F	24.08.22
Pål F. Heffer	Head of Administration	FFO	M	24.08.22
Rosaline Cost Budde	Program Manager	RHF	F	26.08.22
Selena Støback-	Project coordinator Ethiopia	Youth Mental Health Norway	F	25.08.22
Steinar Rusten Grastveit	International program advisor - TOFI	FFO	M	24.08.22
Terje Iversen	Director of International Development Cooperation	NABP	M	25.08.22
Tinna luel	Head of Finance	NAD	F	25.08.22

C2: Uganda

Name	Position	Organisation	Gender	Date of Meeting
Aero Ketty	Chairperson, Board	NUDIPU	F	18.08.2022
Amulen Ruth	Village Agent	NUDIPU	F	17.10.2022
Daniel Lubanga	Program Director	MHU	M	03.08.2022
David Agaba	Finance Manager	MHU	M	03.08.2022
David Kalyango	Finance Director	NUDIPU	M	04.08.2022
Dennis Mpamizo	Grants Manager	NUDIPU	M	04.08.2022
Derrick Kizza	Executive Director	MHU	M	03.08.2022
Diana	Program Officer	NUDIPU	F	04.08.2022
Edson Ngirabakunzi	Country Representative	NAD Uganda	M	24.08.2022
Esther Kyozira	Executive Director	NUDIPU	F	04.08.2022
Frank Mugabi	Program Officer	NUDIPU	M	17.10.2022
Judith	Finance Manager	SHAU	F	27.07.2022
Kaye Steven	Chairman	Akaja Obunaku iSave Savings Group, Muduma, Mpigi District	M	17.10.2022
Ms. Ndagire	Project Officer	SHAU	F	18.10.2022
Murungi Tracy	Guide	NUDIPU	F	17.10.2022
Nabwiire	Headteacher	Mutundwe Primary School	F	18.10.2022
Nankungu Goretti	Treasurer	Akaja Obunaku iSave Savings Group, Muduma, Mpigi District	F	17.10.2022
Phoebe Mutonyi	Chair of the Board	SHAU	F	17.08 2022

Ruth Nalugya	Executive Director	SHAU	F	29.07.2022
Semakula Fred	Intern	NUDIPU	M	17.10.2022
Semomombwe Emmanuel	Member	Akaja Obunaku iSave Savings Group, Muduma, Mpigi District	M	17.10.2022
Wanamama Raymond	Headteacher	St. Charles Lwanga Primary School	M	17.10.2022

C3: Mozambique

Name	Position	Organisation	Gender	Date of Meeting
Angelina Mucavele	Provincial Coordinator of Economic Empowerment and Human Rights-Maputo and Gaza	ACAMO	A	01.09.22 (In-person)
António Muadia	Administrator	ACAMO	M	01.09.22
Bernadete Dima	Administration Officer	FAMOD	F	31.08.22
Cantol Pondja	President of the Board	FAMOD	M	31.08.22
Clodoaldo Castiano	Executive Coordinator	FAMOD	M	31.08.22
Domingos Neves	President	ACAMO	M	01.09.22
Emília Chissico	Provincial Delegate	ACAMO	F	01.09.22
Felizardo Sabão	TOFI national Coordinator	ACAMO	M	01.09.22
Ihidina Mussagy	Accounting	FAMOD	F	31.08.22
José Reginaldo	National Coordinator of Inclusive Education	ACAMO	M	01.09.22
Mateus Tembe	Provincial Coordinator of Economic Empowerment and Human Rights-Sofala	ACAMO	M	01.09.22

Annex D: Project Visits

Country	Project	Organisation
Uganda	St. Charles Lwanga Primary School (Mpigi District). Spoke with the Head teacher	National Union of Disabled Persons of Uganda (NUDIPU) a partner of NAD and PEWOSA a local partner of Stromme Foundation
Uganda	Akaja Obunaku iSave Savings and Credit Group (Mpigi District). Spoke with the Chairman of the group together with the Group Treasurer, and another one member	NUDIPU and partner of NAD
Uganda	Mutundwe Primary School (Kampala Capital City Authority). Spoke with the Headmistress	Spina Bifida and Hydrocephalous Association Uganda (SHAU) a partner of RHF
Mozambique	Secondary School of Solidariedade (District Kamavota) – Maputo City Spoke with the principal Mrs Fulgência, who was accompanies by the deputy director and the director of the session	ACAMO
Mozambique	Primary School from Matchi-Tchiki (DIstrict Kamaxakeni) – City of Maputo Spokw with the deputy director of the school and the director of the session	ACAMO
Mozambique	Visited two beneficiaries of the economic empowerment programme in Maputo, Kampfumo District	ACAMO, supported by local CSO-Kulima

Annex E: Bibliography

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Note:

Audit reports, staff files, project documents and background material were also reviewed for all organizations visited in Mozambique and Uganda.