

NORCODE'S FUNDING PRINCIPLES AND RESULT-BASED ACTIVITIES

ARSOG WORKSHOP
ACCRA, MAY 16, 2013
FRODE LØVIK

NORCODE

- FOUNDED IN 2007
- OWNED BY THE FIVE NORWEGIAN CMOs
- ADDITIONAL FUNDING FROM THE NORWEGIAN GOVERNMENT
- PROJECT SUPPORT
- TRAINING ACTIVITIES
- GRANTS/ACTIVITIES DECIDED BY THE BOARD

SUPPORTING COLLECTIVE MANAGEMENT ORGANISATIONS

THE MAIN FUNCTION OF A CMO:

*BEING AN INTERMEDIATE BETWEEN
THE USERS AND CREATORS OF WORKS*

THE MAIN PURPOSE OF A CMO:

*COLLECT AND DISTRIBUTE
REMUNERATION*

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FUNDING PRINCIPLES FOR SUPPORT TO CMOs

1. LEGAL FRAMEWORK – GOVERNMENT SUPPORT
2. BOARD / MANAGEMENT / MANDATES
3. CONTENT OF THE PROJECT
4. BUSINESS PLAN – CLEAR OBJECTIVES
5. BUDGET – LINKED TO ACTIVITIES
6. FINANCIAL MANAGEMENT / AUDITOR

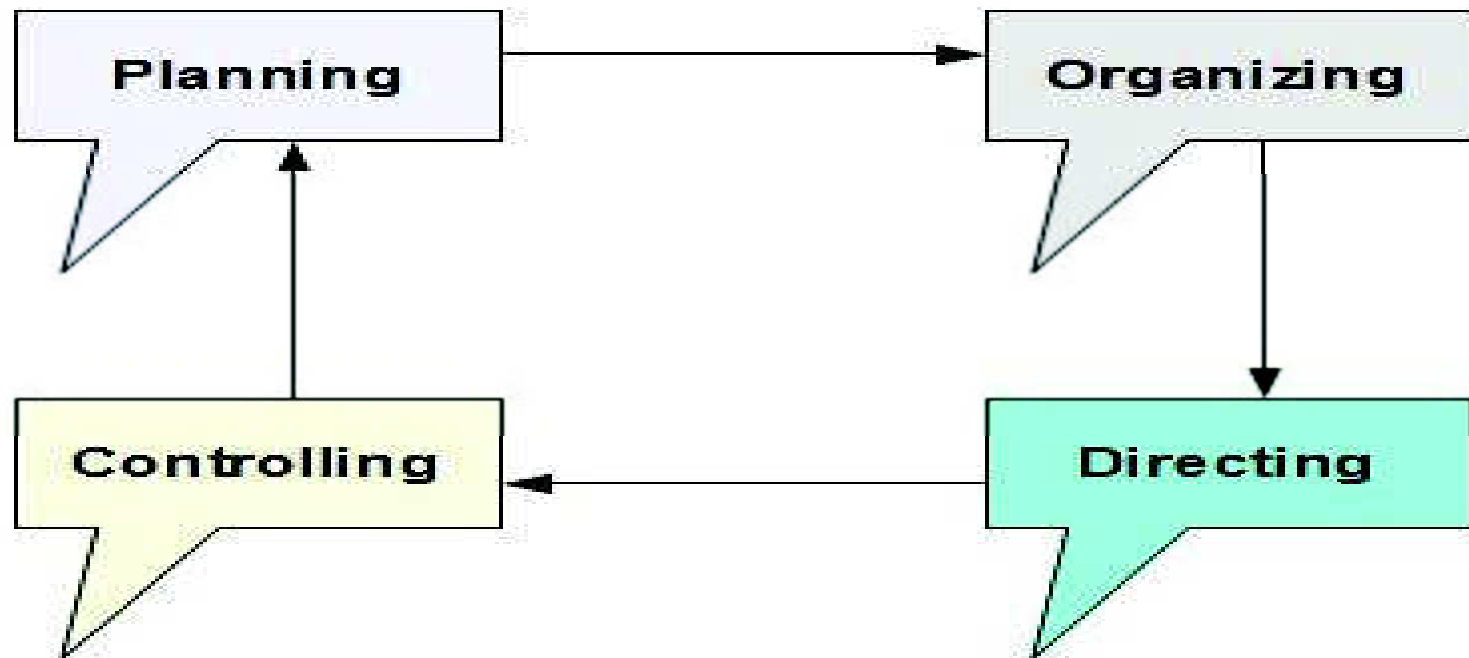
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NORAD'S FOCUS AREAS

1. STRENGTHEN LOCAL PARTNERS
2. LOCAL CONTRIBUTION
3. PROMOTING DEMOCRACY AND HUMAN RIGHTS
4. GENDER BALANCE
5. FIGHTING CORRUPTION

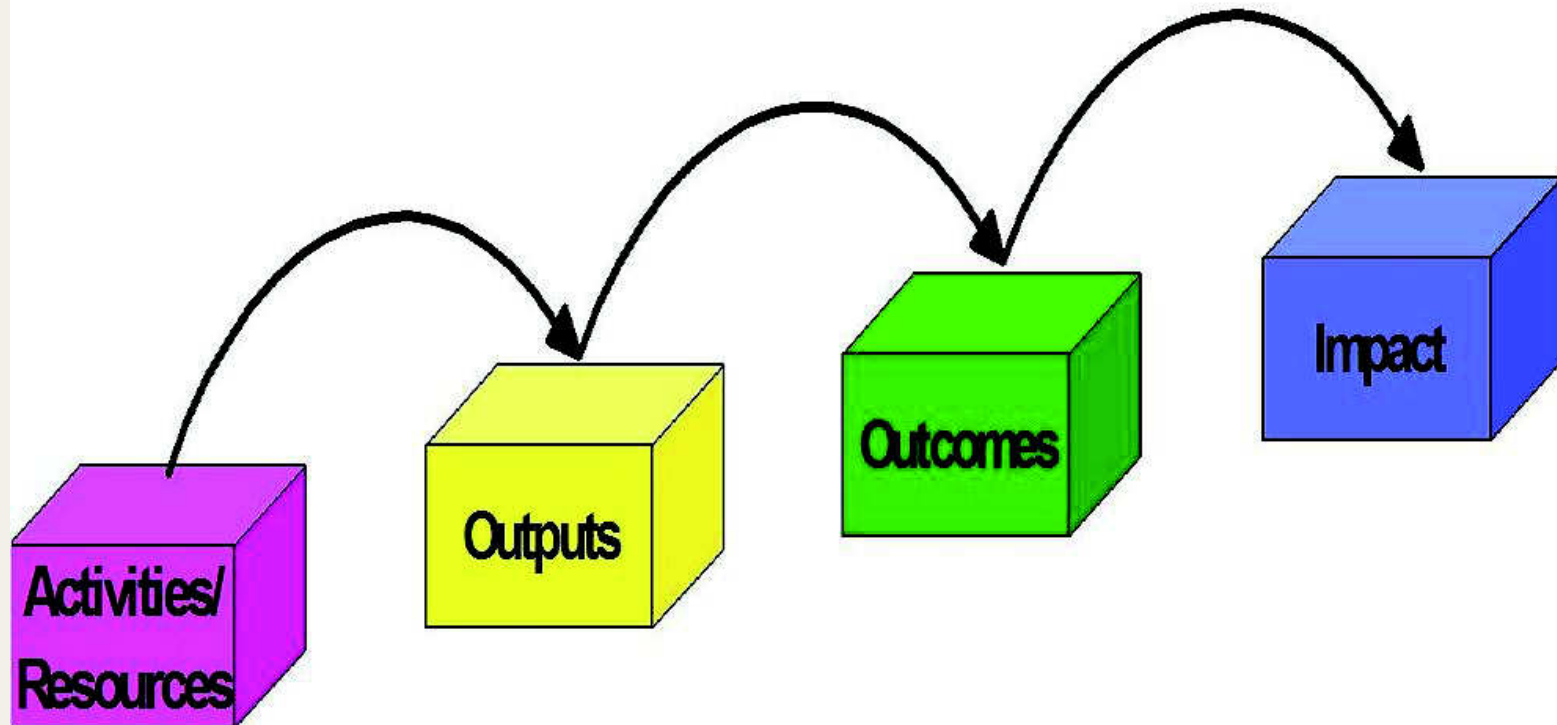
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MANAGEMENT IN SHORT



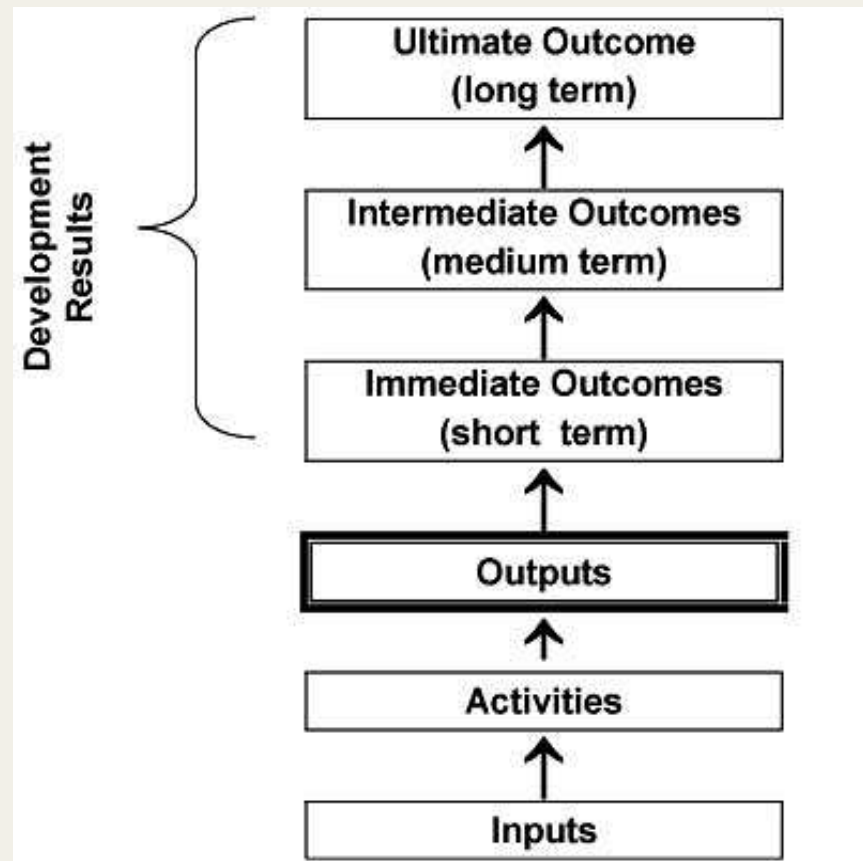
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OBJECTIVES - THE RESULTS CHAIN



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THE RESULTS CHAIN



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HOW DO WE KNOW THAT WE ARE ON THE RIGHT TRACK?

1. INDICATORS - MEASURES ON HOW TO ACHIEVE THE PLANNED RESULTS (STEP BY STEP)
2. THE IMPORTANCE OF BASELINE VALUES
3. CAN ALL OBJECTIVES BE MEASURED?
4. KISS - Keep It Simple and Smart

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INDICATORS USED BY NORCODE

1. MANDATES / MEMBERS
2. LICENSING AGREEMENTS
3. COLLECTED REMUNERATION
4. DISTRIBUTION TO RIGHTS HOLDERS
5. BILATERAL AGREEMENTS

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OTHER POSSIBLE AREAS WHERE INDICATORS CAN BE DEVELOPED

1. LEGISLATION
2. COMMUNICATION
3. SURVEYS - REPERTORY
4. NEGOTIATIONS OF LICENSING AGREEMENTS
5. OTHER SUGGESTIONS?

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RISK MANAGEMENT



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COPYRIGHT MANAGEMENT RISKS

- LEGISLATIVE, ECONOMIC, SOCIAL AND/OR CULTURAL CONSTRAINTS

HOW TO ADDRESS THESE CONSTRAINTS
= RISK MANAGEMENT

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PRIORITISING RISKS

HOW LIKELY IS IT FOR A RISK TO OCCUR?

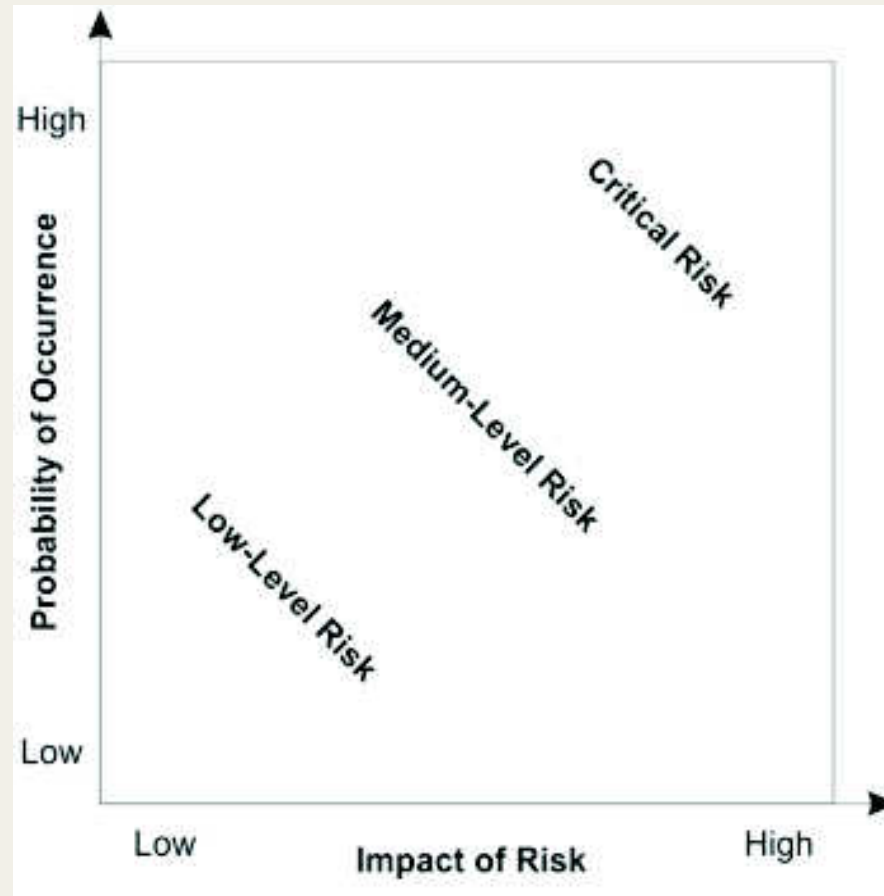
1. VERY PROBABLE
2. A SLIGHT PROBABILITY
3. NOT LIKELY AT ALL

WHAT WILL THE IMPACT OF THE RISK BE?

- A. DRAMATIC
- B. STRONG
- C. MODERATE

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PRIORITISING RISKS



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FINANCIAL MANAGEMENT

- PLANNING
- DIRECTING
- MONITORING
- ORGANISING AND
- CONTROLLING

THE MONETARY RESOURCES

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BUDGET = PLANNING

- WHO IS INVOLVED – OWNERSHIP?
- RELATION TO THE BUSINESS / ACTIVITY PLAN?
- PLANNING TOOL DURING THE YEAR – CAN BE ADJUSTED BY THE BOARD

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DIRECTING, MONITORING AND ORGANISING MONETARY RESOURCES

- Accounting and accounting routines – relation to the budget
- Cash management
- Documentation of costs
- Double signatures
- Avoiding corruption and mis-use of funds

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CONTROLLING FINANCIAL RESOURCES

- SUFFICIENT DOCUMENTATION
- FINANCIAL REPORTS DURING THE YEAR
- ANNUAL REPORTS
- BALANCE SHEET
- AUDITING

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