Project Document

United Nations Development Programme
Country: Albania

Project Title	Empowering civil society in rural areas to promote good governance and development (ECSRA)
UNDAF Outcome(s):2006-2010	An enabling environment is in place to ensure people's participation in policy formulation and the national decision making process
ONE UN Outcome (2008-2011)	2.1 Civil Society better able to participate in public debate & advocate for state-citizen accountability.
CCPD Outcome (2012-2016)	1.1. Strengthen public oversight, civil society and media institutions make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes.
Expected CP Outcome(s): *(Those linked to the project and extracted from the CPAP)*	Institutions and forums in place to support people's participation, including youth women, - with people empowered to take active part in policy formulation and decision making at all levels
Expected Output(s): *(Those that will result from the project and extracted from the CPAP)*	Result: 2.1.1. Civil society (women, men, Roma, other minorities, migrants, youth) has capacity and mechanisms to monitor performance of state institutions, and be part of the decision-making and policy processes.
Expected Output (s) *(Those that will result from the project and extracted from the CCPD)*	1.1.3. National and local civil society organizations' networks strengthened to engage in public policy analyses, negotiation, monitoring, lobbying and decision making
Implementing Partner:	Institute for Democracy and Mediation (IDM)
Responsible Parties:	Institute for Democracy and Mediation (IDM)

Brief Description

Despite significant progress in the past two decades, Albanian civil society (CS) is still struggling to increase influence on governance, reach out citizens and ensure sustained impact of its actions. The Civil Society Index for Albania (2010) provides empirical evidence on the discrepancy between CS development and role in urban areas vs. that in rural and remote regions. The absence of active CS actors in rural areas and remote regions deprives local communities from benefits of participatory and citizen-oriented governance and also from advantages of EU accession process. Namely, civil society actors are crucial for future Local Action Groups (LAGs – a tripartite partnership between civil society, local governments and private sectors) as the main structure through which EU's assistance for local stakeholders' rural development efforts will be channelled in Albania (IPARD component). The project aims to revitalize CS in rural/remote areas and to promote good governance through building capacities & empowering CS, as well as through facilitating close cooperation and partnerships between CS and local & regional authorities

Programme Period:	2005-2011; 2012-2016	2011 AWP budget:	81,341
Atlas Award ID:	00062193	Total resources required	205,205
		Total allocated resources:	110,000
		• Regular (core)	10,000
Start date:	15 July 2011	• Other:	
End Date	31 December 2012	o UN Coherence fund	100,000
PAC Meeting Date	28 July 2011	Unfunded budget: 95.205	
Management Arrangements	NGO	In-kind Contributions IDM 15,340	
Implementation Modality			

Agreed by UNDP: Zineb Touimi Benjelloun
UNDP Resident Representative

I. SITUATION ANALYSIS

ONE UN Programme approved by the Government of Albania in October 2007, identifies civil society strengthening as an integral part of the work of UN organizations in the country. Moreover, the Draft Common Country Programme Document (CCPD) for Albania 2012-2016 highlights the importance of strengthening the engagement of civil society with the state, for ensuring government accountability and transparency, as well as, raise awareness on and advocate for the promotion of human rights and access to justice. One feature of good governance is meaningful participation in policy and decision-making by all sectors of society. Participation is also needed to influence and monitor policy formulation, and to maintain accountable, open and transparent government. Despite legislative reforms related to human rights, based on international standards of the UN and the EU, broad based participation in decision-making in public life remains weak. This is particularly relevant for women, youth, ethnic minorities and people with disabilities.

Mechanisms need to be strengthened for the engagement of civil society with the State and the engagement of the broader population in demanding greater transparency and efficiency, including through the emergence of a more pluralistic and independent media. The government will be assisted to respond better to citizen demands and scrutiny and actively promote and encourage civil society actors in policy formulation and oversight, as well as to improve the regulatory framework for government accountability and transparency. Civil society, including women's groups, will be supported to engage citizens and raise awareness on and advocate for human rights, including women's rights, and access to justice. This will include the engagement of civil society in monitoring the status of human rights and access to justice and reporting to treaty bodies. Other areas to be covered in this broader engagement by civil society include addressing poverty and economic development in rural areas, the provision of social and health services, gender equality, HIV/AIDS and anti-corruption. The United Nations agencies will support increased networking among national and local civil society organizations, notably women's groups, building capacity in policy analysis, collective negotiation and lobbying, particularly in light of article 14 of the CEDAW (rural women).

A predominantly donor-driven civil society that appears to be detached from its citizens and the needs and priorities of the local context, concludes the "Civil Society Index for Albania 2010", has led to a grave situation as regards the presence and (missing) added-value of third sector actors in Albania's most problematic and underdeveloped areas – the remote and rural areas. Civic participation and overall civil society activism remain relatively poor in these areas thus affecting not only the quality of local governance but also lives of local communities, including vulnerable and marginalized groups. Challenges and concerns of rural communities, including the issue of energizing third sector in these areas, remain peripheral issues in the agenda and programs of well-established civil society organisations which in most cases are based in major urban and economic centres. This approach has left rural and remote areas' communities without any significant experience, capacities or network of active civic actors that would contribute to local governance, community development and eased pace of EU accession process for these regions.

A key challenge to increase civil society participation is the creation of effective channels of communication that are user-friendly and that allow people to participate in decisions affecting them. However, success also requires building the capacity of target groups so that they acquire the skills and knowledge to participate effectively. In order to ensure meaningful participation of civil society organizations in the policy formulation and monitoring process it is of utmost importance to have strong civil society organizations dedicated to promote and apply internally good governance principles of accountability and transparency. Skilful and resourceful civil society actors that are able to articulate the interests of various community groups would unavoidably make the local and central government institutions accountable for their commitments.

Given the current settings and capabilities of public and civic stakeholders in the target areas, rural communities are placed in a very disadvantaged situation to benefit from the EU integration process and more specifically to make use of the opportunities to be offered via IPA assistance for

rural development. Strengthening local stakeholders' capacities, empowering and encouraging them to engage in networking (within civic sector) for improved governance and tri-partite partnerships as an instrument to transform the challenge of EU accession into an advantage from which they may benefit appears to be a pressing need and priority. ECSRA project will carefully assess the baseline regarding the capacity-gap of local stakeholders and further link actions aiming at energizing RCS as an asset to address EU accession challenges for rural and remote areas.

The proposed project is based on a meticulous analysis of the findings of a number of studies on Albanian civil society and particularly on the latest assessment – Civil Society Index for Albania (2010). It draws a practical showcase for revitalization of civil society in rural and remote areas reflecting the needs and priorities of target areas and stakeholders. The project's approach complies with the needs and development priorities of rural communities as well as with the recent dynamics of governmental efforts to respond to EU requirements in the area of rural development policy and address development disparities in a sustainable way. Yet, state actors' approach would remain fragmented and largely inefficient without adequate actions to bring the process closer to the local communities and to ensure sustained third sector's involvement in this context.

The project is in line with UNDP Albania CP (outcome 3) and ONE UN Programme 2007-2010, which specifically highlights component 2.2 as: "Institutions and Forums in place to support people's participation and empowerment to take active part in policy formulation and decision-making". The project is also in accordance with the Draft Common Country Programme Document for Albania 2012-2016, which in Outcome 1.1 foresees to "Strengthen public oversight, civil society and media institutions, make authorities more accountable to the public, and better able to enforce gender equality commitments in planning, programming and budgeting processes".

II. STRATEGY

This initiative strives to revitalize civil society in rural / remote areas and to promote good governance and civic engagement in Albania's most disadvantaged and peripheral regions. The **overall purpose** of this project is the empowerment of Civil Society in remote and rural areas of four regions (Alb. Qark) with the ultimate purpose of contributing to the development of good governance, civic engagement and adjustment to the challenges of EU integration.

The proposed initiative is designed to deliver concrete results over an 18 month period of implementation and address the principal concern through the achievement of **two specific objectives**:

1. Building sustained capacities for rural civil society (RCS) as an indispensable stakeholder to advance rural communities' priorities through concrete actions that rely on and promote adherence to key democratic principles of participatory, accountable and citizen-oriented governance.
2. Build sensitivity and advocate with national / local stakeholders on strengthening RCS, developing alternatives to boost the impact of third sector in rural areas and empowering RCS and local stakeholders to engage in networking and tri-partite partnerships as an efficient instrument addressing development disparities and EU rural development

The project will first map CS actors and their needs in four districts (Alb. qark) covering almost 40% of Albania's territory and also most remote regions. Based on these criteria UNDP and the implementing organization will decide about the target qarks. Hence four target areas will be chosen from the following – Qark of Lezha, Diber, Berat, Elbasan, Korca, Kukes and Gjirokastra. Representatives of UN Agencies at LPAC meeting suggested that the project takes this decision also in coordination with UN bodies (and also other actors) that are implementing various projects in given qarks (e.g. project on E-government at local level etc.).

The subsequent components of the project will build rural civil society (RCS) capacities, reorient them towards disparity challenges and development priorities in their areas and empower them to generate change. Special focus will be dedicated to strengthen the foundations of a RCS that relies on good governance principles of transparency, accountability, inclusiveness and on sound internal management system. Simultaneously, a series of activities will be carried out with the aim of improving the local environment where RCS operate and the cooperation with regional and local authorities as well as with other stakeholders.

ECSRA project will also coordinate with other initiatives covering part of the project's target groups or themes at local and qark level. To this aim, the project's preliminary phase will identify the full range of ongoing initiatives as well as the impact generated by past efforts in relation to local governance and EU accession. The needs-assessment carried out for the purpose of this project (December 2010 – February 2011) and the design of its intervention, as well as the findings of the most comprehensive examination of Albanian civil society (CSI for Albania 2010) reveal no data as regards any type of past or pending intervention aiming to revitalize and consolidate civil society in rural and remote areas.

Finally, networks of CS will be encouraged to become part of rural dynamics in the area, among which future Local Action Groups an initiative that will create sustainable rural partnerships in match with EU accession criteria. Civil society actors in these areas will be provided with capacities and access to skills-building resources parallel to advocacy efforts with local donors and public authorities to encourage and support partnerships with RCSOs thus adding local value to the dynamics of EU's IPA rural development assistance for Albania.

The project will be supported by UNDP Albania in a time-frame of 18 months. The practical activities will be implemented by the Institute for Democracy and Mediation (IDM), a non-governmental organisation that operates in the civil society sector for more than a decade. The Institute has proved to be a reliable and resourceful partner in a previous cooperation with UNDP related to the implementation of a major assessment and capacity building project – the Civil Society Index for Albania (2010).

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:	
Rural Civil Society structures and forums in place to support people's participation, including youth, women, - with people empowered to take active part in policy formulation and decision making at all levels in the target four regions	
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Result: 2.1.1. Civil society (including Roma, women, migrants, youth) has capacity and mechanisms to monitor performance of state institutions, and be part of the decision-making and policy process. 2. Civic engagement and perception of impact of civil society Baseline: 47.6 % civic engagement and 49.9% practice of values (2009)Target: 60% engagement and practice of values	
Applicable Key Result Area (from 2008-11 Strategic Plan): Promoting inclusive growth, gender equality and MDG achievement	
Partnership Strategy: The Project will be implemented through the standard UNDP NGO Implementation modality. The local NGO IDM has been identified and will therefore bear the management responsibility for the entire project including achieving the project outputs. This choice has been made because of the specific nature of project activities, which are heavily at grass-root level and as a result of re-assessment of NGO's necessary administrative, financial management and monitoring and reporting capacities. The implementation of the project by IDM will also ensure the sustainability of the project results during and after its completion. The project will cooperate with a broad range of CS organizations all over the country, donor organisations as well as with state institutions at central and local levels in the target regions.	
Project title and ID (ATLAS Award ID):	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: By 2012 Civil Society structures in target remote & rural areas are engaged as capable and resourceful actors in improved local governance and rural development initiatives **Baseline:** With an almost completely missing civil society sector in the rural and remote regions, the socio-economic concerns remain largely present within growingly deteriorating conditions. Sustainable partnerships & cooperation among local actors as an essential element of inclusive, accountable & citizen-oriented governance are completely missing in these areas thus depriving local stakeholders amongst other also from employing the advantages of EU accession process.	**Target June 2012:** RCS's needs in target areas are identified and addressed through series of capacity & awareness building (with more than 200 RCSOs representatives), alongside an improved local environment with more cooperative local government actors in target areas	**Activity Result 1**: *"RCS's needs in target areas are identified and addressed, alongside an improved and civil-society-friendly environment"* ▪ Action 1.1: *"Carry out a needs assessment report on civil society in rural & remote areas with statistical and other data on relevant actors for RCS enlivening, including a mini-survey with local stakeholders. The assessment will target women, men, youth, Roma etc. "* ▪ Action 1.2: "*Organize consultation activities with diverse groups of men and women to validate the assessment report's findings for each target area"* ▪ Action 1.3: "*Organize 1 inclusive national workshop to present findings & validate intervention strategy in support of RCS revitalization"*	*For "Activity Result 1":* Institute for Democracy and Mediation	*"Activity Result 1":*

Indicator: The increased number of active civil society organisations and initiatives implemented by RCS in the target remote & rural areas. Number of local action groups – as a tripartite partnership between civic, private and local government actors – established as joint initiatives where local stakeholders share resources under undertake efforts to consolidate EU's mainstream approach on rural development in the target areas.		*(including printing of report). The workshop will seek to engage diverse groups (women, men, youth, minorities, migrants) in discussions and give them a voice over the content and nature of the intervention strategy, with a view to customize it to these groups' needs.* ▪ Action 1.4: *"Organize a public and media campaign on civic activism and Code of Ethics of RCS (including 1 manual on CSO management & 1 manual on tripartite partnerships)"* ▪ Action 1.5: *"Organize a series of 12 training seminars in 4 target regions with women and men representatives of RCSOs' on CSO management, fundraising, project development & networking"* ▪ Action 1.6. *"Organize a series of 8 workshops with local government and private sector representatives in the target region on cooperation with civil society & rural development dynamics in EU accession"* ▪ Action 1.7: *"Organize a trans-regional conference as part of the campaign on 'RCS Code of Ethics & Accountability' (Code of Ethics adopted) & shared responsibilities of civic-public-private partnerships (MoUs between RCSOs, private sector stakeholders & local / regional public authorities signed to establish LAGs')"* ▪ *Action 1.8: "Issue a quarterly printed newsletter throughout the project duration to share experience and best practices nationally" (total of 8 issues)* (<u>Quality criteria</u>: Number of civil society organizations participating in the project		***For "Activity Result 2"***

		activities; level of diversity of participants; participant level of satisfaction with the quality and relevance of activities <u>quality method:</u> IDM files, evaluation forms completed by participants media coverage & source quotations)		
	Target December 2012: Civil society organisations in target rural & remote areas are active stakeholders promoting citizen-oriented governance, civic activism, rural development initiatives & tripartite partnerships with public & private actors (with an average of at least 30 RCSOs per target region implementing specific projects and community initiatives)	**Activity Result 2**: "*RCS is an active player promoting citizen-oriented governance, civic activism, rural development initiatives & tripartite partnerships with public & private actors*" ▪ Action 2.1: *"Organize four district-based workshops with RCS, public and private stakeholders on revitalizing & reorienting civil society in rural/remote areas"* ▪ Action 2.2: *"Organize a Regional Fair of Ideas with RCSOs from the target regions"* (*winning projects to be selected by the Project Board including representatives of LGUs & business in target areas*) ▪ Action 2.3: *"Provide in-office & online technical assistance to successful RCSOs implementing small projects on civic activism, good governance & rural development"* (*including distance support for IPA CBC applications where requested*) ▪ Action 2.4: *"Organize a Regional Conference with RCSOs & local public / private stakeholders, donors & CSOs from neighboring countries on lessons-learnt "* ▪ *Action 2.5. "Organize a National Conference on 'Challenges & Path for developing RCS in rural / remote areas' (including Project's Book of Achievements)"* (<u>quality criteria</u>: Number of signed MoUs,	**For "Activity Result 2"** Institute for Democracy and Mediation	

		established tripartite partnerships, quality of wining projects' implementation, joint applications submitted, interest raised among donors & state bodies (including neighboring CSOs in Kosovo & Macedonia) etc.; quality method: Simple qualitative questionnaire developed, disseminated and collected before end of project, media coverage, assessment etc.		

EXPECTED OUTPUTS *And baseline, associated indicatorsand annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET * (per Activity Result)		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Output: By 2012 Civil Society structures in target remote & rural areas are engaged as capable and resourceful actors in improved local governance and rural development initiatives **Baseline:** With an almost completely missing civil society sector in rural / remote regions, the socio-economic concerns remain largely present within growingly deteriorating conditions. Sustainable partnerships & cooperation among local actors as an essential element of inclusive, accountable & citizen-oriented governance are completely missing in these areas thus depriving local stakeholders amongst other also from employing the advantages of EU accession. **Indicators:** ▪ No. of trained & active CSOs in rural / remote areas actively involved in local governance & policy making ▪ No. of newly established CSOs in rural areas & their level of engagement in promoting participatory governance & activism ▪ No. of projects & initiatives involving two or more actors from civic, public and private sector in the target areas (including national actors & partners from neighbouring countries) ▪ Level of activism & dynamics of rural development initiatives relying or promoting EU mainstream approach	**Activity Result 1**: – RCS's needs in target areas are identified & addressed, alongside an improved and civil-society-friendly environment **Actions**: ➢ Needs assessment report on RCS (including a mini-survey with local stakeholders) ➢ Four focus groups to validate assessment report's findings for each target area ➢ National workshop on assessment findings & draft Intervention Strategy in support of RCS revitalization. Printing the Report reflecting discussions at the conference ➢ Public & Media Campaign on civic activism & Code of Ethics of RCS. Print & share a Manual on CSO Management & a Manual on Tripartite Partnerships. ➢ 6 training seminars (3 in each target area) with RCS representatives on CSO management, fundraising, project development & networking ➢ Quarterly printed newsletter			x x	 x x x x x	**Activity result 1** IDM	*Activity result 1* UNDP & IDM	**Activity result 1**: Human resources & expertise, public events and capacity building, publications and media campaign	**Activity result 1** UNDP Support – 81.341 $US IDM inkind – 3.480 $US
TOTAL									**UNDP** Support for actions under "Activity Result 1" for July – December 2011 amount at 81.341 **$**

__ N.B. In addition to UNDP support (205.205 US$) IDM will contribute with an overall inkind contribution amounting at 15.340 US $.__*
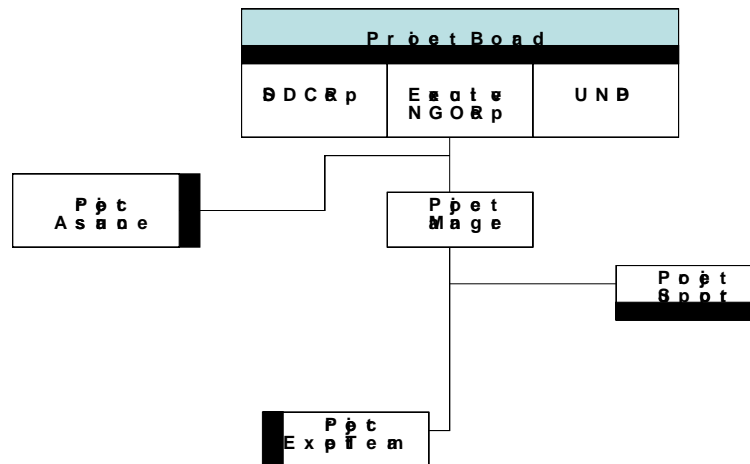
V. MANAGEMENT ARRANGEMENTS

The Project will be implemented through the standard UNDP NGO Implemented modalities. The local NGO IDM has been identified and will therefore bear the management responsibility for the entire project including achieving the project outputs.

This choice has been made because of the specific nature of project activities, which are heavily at grass-root level, the unique existence of a highly qualified and experienced NGO in the area and as a result of re-assessment of NGO's necessary administrative, financial management and monitoring and reporting capacities. The implementation of the project by IDM will also ensure the sustainability of the project results during and after its completion based also on the previous experience and as part of its regular activities and other projects.

A standard Project Cooperation Agreement will be signed with IDM in order to precise the entire execution arrangement clauses and the present project document will be annexed to the Agreement as the reference of the required outputs.

This project goal is to revitalize civil society in rural / remote areas and to promote good governance through building capacities & empowering CS, as well as through facilitating close cooperation and partnerships between CS and local & regional authorities. IDM will first map CS actors and their needs in four districts (Alb. qark) covering almost 40% of Albania's territory and also most remote regions. Based on assessed needs, the subsequent components of the project will build rural civil society (RCS) capacities, reorient them towards disparity challenges and development priorities in their areas and empower them to generate change through grant giving. Special focus will be dedicated to strengthen the foundations of a RCS that relies on good governance principles of transparency, accountability, inclusiveness and on sound internal management system. Simultaneously, a series of activities will be carried out with the aim of improving the local environment where RCS operate and the cooperation with regional and local authorities as well as with other stakeholders. Finally, networks of CS will be encouraged to become part of rural dynamics in the area, among which future Local Action Groups an initiative that will create sustainable rural partnerships in match with EU accession criteria.

IDM's competitive advantage as a demonstration of not only non-partisanship but also in acting as a mediator is that it has facilitated cross party political debates at all levels of government and has worked to formalize ethical standards for political activities, public posts, across party lines, etc. In addition, in light of its mission, which seeks to strengthen civic leadership in Albania and because IDM firmly believes in principles and practices of democratic culture and citizen participation in building democracy, the organization has developed programs that have focused on awareness and capacity building of Albania's community leaders and especially the role of youth. These unique experiences underlying IDM's mission and activities, its good relationships with partner in the Albanian CSO community, the organization's reputation among non-profits and government agencies in Albania as well as its knowledge of issues concerning the Civil Society sector in Albania today, place IDM in an ideal position to carry out the role of the National Coordinating Organization (NCO) in the implementation of this initiative. The highlight of IDM's previous experience in civil society research in Albania is a publication on 'Civil Society Partnership Assessment' (2002) research study supported by United Nations Development Programme (UNDP) and beyond any doubt, the most recent cooperation experience between UNDP and IDM – the implementation of the Civil Society Index for Albania (2010).

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A Project Board will be established to oversee the implementation of the project. The Project Board will include representatives of the Government of Albania (DSDC), UNDP and NGO.

The <u>Project Board</u> will be responsible for making by consensus management decisions for the project when guidance is required by the Project Manager (IDM staff), including recommendation for UNDP approval of project revisions. In order to ensure UNDP's ultimate accountability, final decision-making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the Project Board will be made as necessary when raised by the Project Manager, but at least regularly at each quarter. The Project Board will be consulted by the Project Manager in order to receive necessary decisions when project management tolerances in terms of time, cost and scope have been exceeded. The Project Board will consist of the following members:

- Senior Executive: NGO representative
- Senior Supplier: UNDP Albania Country Director/or Deputy Country Director;
- Senior Beneficiary: Representative of DSDC

The <u>Project Assurance</u> role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Assurance in this Project will be performed by the UNDP Albania Programme Officer in charge of this project.

The <u>Project Manager</u> (IDM) has the authority to run the project on a daily basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Project Manager will collaborate closely with the Crosscutting Cluster and solve implementation issues before they escalate upwards to the Project Board.

The project will be implemented under the guidance of the Project Manager, with the technical expertise and support of the Institute for Democracy and Mediation - IDM Support team & IDM Expert Team.

Team A – IDM Project Expert Team – will be responsible for the implementation of the assessment, capacity building, communications and research components under this project. It is composed of one senior and one junior researcher, two civil society experts (CSO Management & tripartite partnerships), a communication officer, two trainers, and two experts on project management. Team A will be involved in the implementation of specific project activities such as needs assessment, trainings, providing assistance to small grant program grantees and other capacity building & research actions. The work of Team A will be guided by the Project Manager and will be further assisted by IDM Support Team (Team B).

Team B – IDM Support Team – Members of this team will work under the guidance of the Project Manager (Mr. Gjergji Vurmo). The support team will assist the overall implementation of the CSI in Albania through liaison, logistic and technical support and it will be composed of Ms. Manjola Doko (Finance officer) and Mr. Besjana Kuci (Assistant). The support team will additionally assist the efforts and activities of IDM Expert Team.

VI. CAPACITY ASSESSMENT

Capacity Assessment on Institute for Democracy and Mediation (IDM) was conducted by UNDP in early 2009 with the aim of identifying the NGOs capacities to implement the Civil Society Index for Albania project. The capacity assessment of IDM reviewed capacities that will be needed to execute this project in terms of technical, managerial, administrative and financial capacities. *Technical capacity* is assessed as the ability to monitor the technical aspects of the project. *Managerial capacity* is ability to plan, monitor and co-ordinate activities. *Administrative capacity* is the ability to procure goods, services and works on a transparent and competitive basis, recruit and manage the best-qualified personnel on a transparent and competitive basis, prepare and sign contracts and manage and maintain equipment. *Financial capacity* is the ability to produce project budgets, ensure physical security of advances, cash and records, disburse funds in a timely and effective manner, ensure financial recording and reporting, and prepare, authorize and adjust commitments and expenditures. The capacity assessment exercise took place during March 2009. The required supporting documentations were duly submitted by IDM. A field visit was organized at IDM's offices to gather data on their technical, operational and logistical capacities, as well as to observe office premises, working environment and available equipment. IDM representatives and staff were very collaborative in providing information and copies of relevant documents. The overall assessment was that IDM is fully capable to manage the CSI project. A copy of the Capacity Assessment is attached as Annex 2. The reference documents of the capacity assessment will be kept in a file at UNDP Albania office.

The success achieved in the implementation of the CSI project by IDM was certified not only by the target group and beneficiaries of the project but also by the CIVICUS World Alliance for Citizen Participation (Johannesburg, South Africa). The independent audit conducted by the well known KPMG found that IDM has met the standards of sound systems of financial management and that the resources have successfully, timely and integrally delivered all project outputs.

VII. AUDIT

The NGO shall submit to the UNDP Resident Representative in Albania a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be

carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

VIII. Intellectual Property:

All property rights rest with UNDP.

IX. Monitoring Framework and Evaluation

Monitoring responsibilities and events: A detailed schedule of project reviews will be developed by the project management, in consultation with project implementation partners and stakeholder representatives. Such a schedule will include but will not be limited to:

Day to day monitoring of implementation progress will be the responsibility of the Project Manager, based on the project's Annual Workplan and its indicators. The Project Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial manner.

Periodic monitoring of implementation progress will be undertaken by the Project Board established for this purpose, under the coordination of UNDP-CO. The Project Board will meet quarterly or more frequently as deemed necessary. This will allow parties to solve any problems pertaining to the project in a timely fashion to ensure smooth implementation of the project activities. The Project Board represents the decision body of the project.

Project Reporting

The following reports will be prepared:
- An *Inception Report* eight weeks after the start of the contract. It will include a detailed review of existing relevant information and suggested amendments to the initial work plan and activities.
- Formal *Quarterly Progress Reports* describing activities and progress, identifying any constraints, and indicating progress in the various activities.
  - On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

  - An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

  - Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

  - Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

  - A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

  - The following content reports & studies will be delivered in the 2nd, 3rd and 4th quarter of Year One and in the last quarter of Year Two. Content Reports with the project's main

products (drafts and final version) will be submitted in the third and fourth quarter of the implementation period. The reports will include a detailed description of the preparation of the products and also their draft or final version, as follows:

- o A Needs Assessment report on RCS needs & challenges (including highlights of mini-survey, National Workshops' discussions & draft Intervention Strategy)
- o Two Manuals on CSO Management and on Tripartite-partnership building
- o A RCS Project Book of Achievements (at the end of the project)

- A final Assessment Report will be delivered by the end of the project's implementation. The report will reveal the target groups' and stakeholders' assessment of the overall implementation of the project

➢ A *draft Final Report* four weeks before the end of the contract period.

➢ A *Final Report* incorporating comments from the beneficiary, UNDP and the donor within four weeks of receiving the comments from all the entities above. This should describe the work done and the achievements of the project against its original objectives, clearly identifying any constraints that have limited the achievement of objectives. It should make recommendations for future developments.

➢ Two *Annual Review Reports* shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall cover the whole year with updated information for each element of the Quarterly Progress Reports as well as a summary of results achieved against pre-defined annual targets at the output level.

➢ Two *Annual Project Reviews*. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT: *By 2012 Civil Society structures in target remote & rural areas are engaged as capable and resourceful actors in improved local governance and rural development initiatives*		
Activity Result 1 **(Atlas Activity ID)**	RCS's needs in target areas are identified & addressed, alongside an improved and civil-society-friendly environment	Start Date: July / 2011 End Date: June / 2012
Purpose	RCS's needs in target areas are identified and addressed through series of capacity & awareness building, alongside an improved local environment with more cooperative local government actors	
Description	*Planned actions to produce the activity result.* ▪ Need assessment report on RCS (including a mini-survey with local stakeholders) ▪ Four focus groups to validate assessment report's findings for each target area ▪ National workshop on assessment findings & draft Intervention Strategy in support of RCS revitalization. Printing the Report reflecting discussions at the conference ▪ Public & Media Campaign on civic activism & Code of Ethics of RCS. Print & share a Manual on CSO Management & a Manual on	

Tripartite Partnerships.

- 12 training seminars (3 in each target area) with RCS representatives on CSO management, fundraising, project development & networking
- 8 workshops (2 in each target area) with local government and private sector representatives on cooperation with RCS & rural development under EU accession
- A trans-regional conference on RCS & civic-public-private partnerships – Code of RCS Ethics adopted & trilateral MoUs signed for each target area
- Quarterly printed newsletter

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
- No. of trained & active CSOs in rural / remote areas actively involved in local governance & policy making - No. of newly established CSOs in rural areas & their level of engagement in promoting participatory governance & activism	- Quantitative and qualitative reports on activity implementation - IDM files & Media coverage reviews - Qualitative interviews and / brief questionnaires with target groups (trainees, RCSO managers, local officials etc.) - Monitoring of beneficiaries' performance (networking, CSOs activities & impact etc.) - Quarterly reports on project implementation (content reports) and final report for project's implementation in the first year	For part of Activity result 1 actions (e.g. trainings, workshops, newsletter) the assessment will be carried out upon completion of the implementation of respective actions. An overall assessment of achievement of Activity result will be carried out at the end of the first year. Another assessment product represent the quarterly progress reports (each three months).

Activity Result 2 (Atlas Activity ID)	RCS is an active player promoting citizen-oriented governance, civic activism, rural development initiatives & tripartite partnerships with public & private actors	Start Date: July 2012 End Date: December 2012
Purpose	Civil society organisations in target rural & remote areas are active stakeholders promoting citizen-oriented governance, civic activism, rural development initiatives & tripartite partnerships with public & private actors.	
Description	*Planned actions to produce the activity result.* - 4 district-based workshops with local actors on revitalizing & reorienting RCS - Regional Fair of Ideas with RCSOs (selecting 20-30 small projects of RCSOs) - Technical assistance to successful RCSOs implementing small projects - Regional Conference on Lessons-learnt with RCSOs, local public/private actors, donors & CSOs from neighboring countries - Concluding National Conference on "Challenges & Path for developing RCS"	

Quality Criteria	Quality Method	Date of Assessment
		➤ Quarterly printed newsletter

Quality Criteria	Quality Method	Date of Assessment
how/with what indicators the quality of the activity result will be measured?	*Means of verification. What method will be used to determine if quality criteria has been met?*	*When will the assessment of quality be performed?*
▪ No. of projects & initiatives involving two or more actors from civic, public and private sector in the target areas (including national actors & partners from neighbouring countries) ▪ Level of activism & dynamics of rural development initiatives relying or promoting EU mainstream approach	▪ Quantitative and qualitative reports on activity implementation ▪ IDM files & Media coverage reviews ▪ Qualitative interviews and / brief questionnaires with target groups (trainees, RCSO managers, local officials etc.) ▪ Monitoring of beneficiaries' performance (networking, CSOs activities & impact etc.) ▪ Quarterly reports on project implementation (content reports) and final report for project's implementation in the second year.	For part of Activity result 1 actions (e.g. trainings, workshops, newsletter) the assessment will be carried out upon completion of the implementation of respective actions. An overall assessment of achievement of Activity result will be carried out at the end of the second year. Another assessment product represent the quarterly progress reports (each three months).

X. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

XI. Annexes

Risk Analysis: An initial assessment of risks is presented in Annex 1

Capacity Assessment: Results of capacity assessments of Implementing Partner conducted in 2009, referred to Annex 2, are filed in a specific folder.

LPAC (Local Project Appraisal Committee) **Minutes** are attached as Annex 3

Agreements: The project cooperation agreement signed with IDM is attached to the Project Document as Annex 4.

Activities Budget as Annex 5

Annex 5
ECSRA Project Budget (in $US)

Line Item (per activity result)	Unit Cost	Units	Total	UNDP	IDM (inkind)
Activity Result 1 (Duration - 12 months)					
Personnel					
Project coordinator	$1,880	12	$22,560	$22,560	$0
Senior researcher (needs assessment report)	$1,880	6	$11,280	$11,280	$0
Junior Researcher (Needs assessment report)	$1,000	6	$6,000	$6,000	$0
Senior CS expert (mannual on CSO Management)	$1,880	3	$5,640	$5,640	$0
Senior CS expert (mannual on tripartite partnerships)	$1,880	3	$5,640	$5,640	$0
Communication officer (newsletter, public & media campaign) - 12 monthx x 50% working hours	$800	12	$4,800	$4,800	$0
Trainer (12 trainings on CSO management, project development etc.)	$200	12	$2,400	$2,400	$0
Daily fee for moderators of 8 workshops (interactive trainings) with local government and private sector representatives	$150	8	$1,200	$1,200	$0
IDM Support Team (2 Persons x 12 months = 24 units x 350$ per month)	$350	24	$8,400	$4,200	$4,200
Infrastructure					
Office supplies	$100	12	$1,200	$0	$1,200
Communication	$130	12	$1,560	$0	$1,560
Mini survey with local actors					
Interviewers (per questionnaire)	$6	400	$2,400	$2,400	$0
Training of interviewers (fee for trainer)	$200	1	$200	$200	$0
Printing of questionnaires	$1	400	$400	$400	$0
Interviewer travel (5 interviewers x 4 qarks = 20 persons x 60$ travel allowance)	$60	20	$1,200	$1,200	$0
Data entry & cleaning (2 teams x 2 persons = 4 officers)	$100	4	$400	$400	$0
Data processing (1 statisticien)	$600	1	$600	$600	$0
Public events					
4 focus groups (room rent 200$ + refreshments 70$ + IDM team travel 100$ = 370$) with up to 40 - 50 persons in 4 target areas	$370	4	$1,480	$1,480	$0
Room rent, refreshments & lunch for National workshop on RCS needs assessment & Intervention Strategy (60 - 80 participants)	$2,500	1	$2,500	$2,500	$0
Interpretors (National workshop)	$200	2	$400	$400	$0
Travel costs for local participants (60 pers x 20$) at National Workshop	$20	60	$1,200	$1,200	$0
Workshop materials (banner, participant folders etc.)	$1,000	1	$1,000	$1,000	$0
12 training seminars with RCS representatives (room rent 200$ + refreshments 100$ + IDM team travel 100$ = 400$) in 4 target areas: average 12 - 15 persons per training	$400	12	$4,800	$4,800	$0

Description	Unit cost	Units	Total		
8 workshops / interactive trainings with local government & private sector representatives (room rent 250$ + refreshments 150$ + IDM team travel 100$ = 500$) in 4 target areas: average 20 - 25 persons per workshop	$500	8	$4,000	$4,000	$0
Room rent, refreshments & lunch for Trans-regional Conference on RCS needs assessment & Intervention Strategy (60 - 80 participants)	$2,500	1	$2,500	$2,500	$0
Interpretors (Trans-regional conference)	$200	2	$400	$400	$0
Travel costs for local participants (60 pers x 20$) at trans-regional conference	$20	60	$1,200	$1,200	$0
Trans-regional conference materials (banner, participant folders etc.)	$1,000	1	$1,000	$1,000	$0
Printed publications & audio-visual materials					
Newsletter (4 issues x 300 copies = 1200 units x 2$ per copy)	$2	1200	$2,400	$2,400	$0
RCS Needs assessment Report (120 pages, Albanian & English) - 500 copies x 7$ per copy)	$7	500	$3,500	$3,500	$0
Flyers (public campaign on RCS & civic activism)	$1	3500	$3,500	$3,500	$0
TV spot (lump sum for periodic broadcasting in local media)	$3,500	1	$3,500	$3,500	$0
Manual on CSO Management (60 pages in Albanian)	$5	400	$2,000	$2,000	$0
Manual on tripartite partnerships (50 pages in Albanian)	$5	400	$2,000	$2,000	$0
Printed publications' dissemination costs (lump sum)	$600	1	$600	$600	$0
Total "Activity Result 1"			*$113,860*	*$106,900*	*$6,960*
Activity Result 2 (Duration 12 months)					
Personnel					
Project coordinator	$1,880	6	$11,280	$11,280	$0
Communication officer (newsletter, public & media campaign) - 12 monthx x 50% working hours	$800	6	$2,400	$2,400	$0
Project managments experts (technical assistance to RCSOs' wining projects (average 1 - 2 working days per RCSO - maximum of 40 working days)	$100	40	$4,000	$4,000	$0
Expert for RCS small grant program evaluation (small grants awarded at Regional Fair of Ideas)	$2,200	1	$2,200	$2,200	$0
IDM Support Team (2 Persons x 6 months = 12 units x 350$ per month)	$350	12	$4,200	$2,100	$2,100
Infrastructure					
Office supplies	$100	6	$600	$0	$600
Communication	$130	6	$780	$0	$780
Public events					
4 disctric based workshops on RCS revitalisation & reorienting with local actors (room rent 250$ + refreshments 150$ + IDM team travel 100$ = 500$) in 4 target areas: average 25 - 30 persons per workshop	$500	4	$2,000	$2,000	$0
Room rent & administrative costs for Regional Fair of Ideas (with roughly 60 - 80 applicants/RCSO)	$3,000	1	$3,000	$3,000	$0
Applicants' cost (fee for RCSOs participating at Regional Fair - maximum 80)	$50	80	$4,000	$4,000	$0

Awarding small grants (up to 30 small projects for RCSOs' selected project ideas)	$35,000	1	$35,000	$35,000	$0
Room rent, refreshments & lunch for <u>Regional Conference on lessons-learnt</u> with RCSOs, local public/private actors, donors & CSOs from neighboring countries (80 - 100 participants)	$2,500	1	$2,500	$2,500	$0
Interpretors (Regional Conference)	$200	2	$400	$400	$0
Travel costs for local participants (60 pers x 20$) at Regional conference	$20	60	$1,200	$1,200	$0
Regional Conference materials (banner, participant folders etc.)	$1,000	1	$1,000	$1,000	$0
Room rent, refreshments & lunch for <u>Final National Conference "Challenges & Path for developing RCS"</u> with local & national stakeholders (80 - 100 participants)	$3,000	1	$3,000	$0	$3,000
Interpretors (Final National Conference)	$200	2	$400	$400	$0
Travel costs for local participants (60 pers x 20$) at Final National Conference	$15	60	$900	$0	$900
Final National Conference materials (banner, participant folders etc.)	$1,000	1	$1,000	$0	$1,000
Printed publications & audio-visual materials					
RCS Project Book of Achievements (100 pages in Albanian & English): 400 copies x 6$ per copy	$6	400	$2,400	$2,400	$0
<u>Newsletter</u> (2 issues x 300 copies = 600 units x 2$ per copy)	$2	600	$1,200	$1,200	$0
TV spot (lump sum for periodic broadcasting in local media)	$800	1	$800	$800	$0
Printed publications' dissemination costs (lump sum)	$500	1	$500	$500	$0
Project Auditing cost	$3,500	1	$3,500	$3,500	
Communication & local coordination support	$5,000	1	$5,000	$5,000	$0
Total "Activity Result 2"			*$93,260*	*$84,880*	*$8,380*
Project total cost (Activity 1 + Activity 2)			$207,120	$191,780	$15,340
UNDP management costs (7% of Project Total costs)			$13,425	$13,425	$0
TOTAL COST FOR ECSRA			**$220,545**	**$205,205**	**$15,340**

OFFLINE RISK LOG

Project Title:	Empowering civil society in rural areas to promote good governance and development (ECSRA	Award ID:		Date:13 July 2011

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in project start – up t activities due to change in Local Governments structures	April 2009	Political	P =4 I = 3	The info and briefing on the project's scope and expected results will be submitted at an early stage to different possible project counterparts.	Project Manager and Programme officer	Project Developer		
2	Difficulty in securing outreach and collecting primary data from local stakeholders	Preparatory stage	Organizational	P = 4 I = 5	Full access to civil society organizations in all the regions of the country is indispensable for the project results. The project team together with partners organizations in the regions will prepare duly to spread information and ensure participation of local organizations in all project activities	Project Manager	Project Developer		