

Annex 3: Monitoring Framework And Evaluation

Quarterly Monitoring

The project “Strengthening Civil Society Participation in Policy Dialogue for Development II” will be monitored on a quarterly basis to assess the completion of key results based on quality criteria and methods captured in the Quality Management table below. Therefore, the project will produce 4 Progress Reports per year over four years of project implementation.

The quarterly project monitoring will also follow-up on the risks identified in the risk log for updating the status of the risk or to add any other risks identified in the course of project implementation. The project monitoring will capture the key lessons learned during project implementation.

The information and data collected during project monitoring will be compiled in a Quarterly Project Progress Report that will be submitted to the Project Board for analysis and approval. Progress Report template is attached to this Monitoring Framework.

Annual Monitoring

The Project Manager shall prepare an Annual Review Report to be shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report covering the whole year with updated information for each above element of the Quarterly Progress Report as well as a summary of results achieved against pre-defined annual targets at the output level.

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.

Project Evaluation

The project will be evaluated during the 3rd Quarter of 2015 not only to assess the results achieved against the project anticipated results, but also essentially to draw lessons on this new experience of supporting the CSOs at local level to monitor governance processes and participate in policy dialogue.

Country Programme indicators

The project will monitor the progress towards achieving the country programme output by using the specified indicators. They are:

- % of PESODs reflecting CSO contributions, disaggregated by priority areas and cross-cutting themes (baseline: to be conducted; target: at least 50% of PESODs with “satisfactory” rating.
- # of CSO and members involved in the APRM Forum;
- # of women participating in Provincial Observatories in four provinces

The baseline survey for the second indicator will be done at the beginning of the project implementation.

Annex 4: LEGAL CONTEXT

This document together with the UNDAF/CPD signed by the Government and UNDP which is incorporated by reference constitute together a Project document as referred to in SBAA and all UNDAF/CPD provisions apply to this document. Consistent with the article III of the SBAA, the responsibility for the safety and security of the implementing agency and its personnel and property, and of UNDP's property under the implementing agency's custody, rests with the implementing partner.

The implementing agency shall:

- a) put in place and maintain an appropriate 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 agency'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 agency 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). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 5: Quality Management for Project Activity Results

| PROJECT OUTPUT 1: Representatives of CSO and vulnerable groups at central level and in 3 focus provinces trained on Advocacy, Budget issues, RBM/PME, and National Planning tools and cycle to effectively participate in the CCs, DOS and National APRM Forum | |
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| Activity Result 1 | Action Plan for CSOs capacity development to participate in Governance processes monitoring in the provinces of Gaza, Nampula and Cabo Delgado in place |
| Purpose | To ensure that CSOs in the provinces of Gaza, Nampula and Cabo Delgado actively engage in policy dialogues processes and monitor governance |
| Description | <p>1.1 Prepare and launch a Request for Proposal to select and contract CSOs.</p> <p>1.2 Conduct a survey and baseline study of the institutional needs and key obstacles for effective participation of local CSOs, including at provincial and district levels in the provinces of Gaza, Nampula and Cabo Delgado.</p> <p>1.3 Design an electronic database/directory of CSOs profile and capacity development needs in the 3 provinces.</p> <p>1.4 Prepare a work plan for the support of the Local CSO the in the 3 provinces, based on the CSI and needs assessment.</p> <p>1.5 Provide assistance and logistical support to CSOs in the provinces to enable their effective participation in the Provincial DO and CC.</p> |
| Quality Criteria | Quality Method |
| Indicator 1: Level of information on CSOs capacity needs availability in the 3 provinces | Baseline study and needs assessment report |
| Indicator 2: Level of developing an action plan for CSOs support | Project Board minutes |
| Activity Result 2 | Improved quality of the CSO participation in Provincial Development Observatories, District Consultative Councils and APRM Forum |
| Purpose | To improve the quality of development interventions and public goods and services delivery as the result of effective and meaningful participation of CSOs as the voice of citizens. |
| Description | <p>2.1 Organize training sessions for CSOs in the three provinces on advocacy, budget analysis, PES, BdePES and POG analysis and other key issues identified in the needs assessment.</p> <p>2.2 Provide technical and financial support for information gathering and DO and DCC preparatory meetings logistics, and technical advice to CSOs for preparation of common position papers in the selected provinces.</p> <p>2.3 Provide technical assistance and financial support to CSOs in key areas identified by the baseline study and needs assessment.</p> <p>2.4 Support participation of CSOs from selected provinces in international forums on governance monitoring a policy dialogue and in south-south exchange learning missions.</p> <p>2.5 Support exchange visits for learning among CSOs of the 3 selected provinces.</p> |
| Quality Criteria | Quality Method |
| % of CSOs at provincial level participating in PDO, CSO and APRM Forum, with a common | PDO, DCC and APRM meetings minutes/reports |
| | March 2013, 2014, 2015, June 2013, 2014, 2015, 2016 |
| | Date of Assessment |
| | Start Date: January 2013 End Date: December 2015 |
| | March 2013 June 2013 September 2013 December 2013 |
| | Date of Assessment |

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| position paper | Project Board minutes | 2016 September 2013, 2014, 2015, 2016 December 2013, 2014, |
| % of CSOs representing women interest joining the common position paper | PDO, DCC and APRM meetings minutes/reports | March 2013, 2014, 2015, 2016 June 2013, 2014, 2015, 2016 September 2013, 2014, 2015, 2016 December 2013, 2014, 2015, 2016 |
| | Project Board minutes | 2015, 2016 December 2013, 2014, |

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| PROJECT OUTPUT 3: Systems, methods and tools for Governance monitoring by CSOs established and functioning in the selected districts | | |
| Activity Result 1 | Best practices, systems, tools and mechanisms for Governance monitoring shared among CSOs in the 3 selected provinces | Start Date: January 2013 End Date: December 2013 |
| Purpose | To identify the best mechanism, tools and practices of governance monitoring. | |
| Description | <p>3.1. Conduct an assessment of systems, methods and tools in place in the 3 selected provinces for Governance monitoring and design guidelines and principles for Governance monitoring by CSOs.</p> <p>3.2. Support Community radios in each of the selected provinces as mechanisms to educate communities on Governance related issues and share information on the resulted of PDO and DCC discussions, using local languages.</p> <p>3.3. Organize 3 provincial workshops for CSOs/CBOs to share good practices of local Governance monitoring, building from the District Governance Monitoring Platforms.</p> | |
| Quality Criteria | Quality Method | Date of Assessment |
| % of local based CSOs participating in the best practices workshops. | Workshops reports Community Radios Programs | March 2013 June 2013 September 2013 December 2013 |
| Number of community radios programs on Governance monitoring practices broadcasted in local community radios per month by each of the supported community radios | Workshops reports Community Radios Programs | March 2013, June 2013 September 2013 |
| Activity Result 2 | CSOs in the selected provinces apply the best practices, mechanisms and tools for Governance monitoring | |
| Purpose | To promote the use by CSOs of the identified and commonly accepted best practices, tools and mechanisms for governance monitoring and participation in policy dialogue, | |
| Description | <p>3.2.1. Assist CSOs at District level to establish District Governance Monitoring Platforms.</p> <p>3.2.2 Support Community radios in 3 districts in each of the selected provinces as</p> | |

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| <p>mechanisms to educate communities on Governance related issues and share information on the resulted of PDO and DCC discussions, using local languages.</p> <p>3.2.3. Train members of the Platforms in the use of tools for Governance monitoring, including the Citizens Reports Cards.</p> | | | |
| Quality Criteria | | | |
| Quality Method | | Platform meetings minutes | Platform meetings minutes |
| Date of Assessment | | March 2013, 2014, 2015, 2016 | March 2013, 2014, 2015, 2016 |
| | | June 2013, 2014, 2015, 2016 | June 2013, 2014, 2015, 2016 |
| | | September 2013, 2014, 2015, 2016 | September 2013, 2014, 2015, 2016 |
| | | December 2013, 2014, 2015, 2016 | December 2013, 2014, 2015, 2016 |
| | | March 2013, 2014, 2015, 2016 | March 2013, 2014, 2015, 2016 |
| | | June 2013, 2014, 2015, 2016 | June 2013, 2014, 2015, 2016 |
| | | September 2013, 2014, 2015, 2016 | September 2013, 2014, 2015, 2016 |
| | | December 2013, 2014, 2015, 2016 | December 2013, 2014, 2015, 2016 |

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| PROJECT OUTPUT 3: UN (DP) CS Long term capacity development Strategy Developed | | | |
| Activity Result 1 | | UN (DP) CS capacity development Strategy in place | |
| | | Start Date: February 2013 | End Date: December 2016 |
| Purpose | | To establish a long-term framework for CSOs support by UNDP and other UN agencies for more efficient capacity development | |
| Description | | <p>3.1 Engage a consultant to facilitate the discussions towards the development of UN (DP) long term capacity development strategy, document the findings and draft the strategy.</p> <p>3.2 Organize 1 national and 3 provincial workshops with key CSOs representatives, with involvement of Regional Centre Specialist, Civil Society Advisory Board members and other UN agencies to discuss the guidelines for a UN (DP) Long term capacity Development Strategy.</p> <p>3.3 Organize 1 national and 3 provincial workshops with key CSOs representatives, with involvement of Regional Centre Specialist, Civil Society Advisory Board members and other UN agencies to validate the Long term Capacity Development Strategy proposal.</p> <p>3.4 Formulate and Action Plan for the Strategy Implementation.</p> | |
| Quality Criteria | | | |
| Number of consultation and validation workshops held | | Workshops reports | |
| | | June 2013 | September 2013 |
| % of CSOs representing Women interests participating in the consultation and validation workshops | | Workshops reports | |
| | | June 2013 | September 2013 |
| Activity Result 2 | | UN (DP) CSOs capacity development Strategy action plan implemented | |
| | | Start Date: October 2013 | End Date: December 2013 |

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Annex 6: Implementing Partner Capacity Assessment
Projects: Strengthening Civil Society participation in Policy Dialogue for Development II
Proposed IP: Centro de Aprendizagem e Capacitação da Sociedade Civil

CECSC is a Mozambican nongovernmental organization, nonprofit and possesses extensive experience in the work of reinforcement of the capacities of civil society organizations in monitoring and advocacy of public policies. So far has its activities concentrated in the provinces of Nampula, Zambezia and Cabo Delgado Gaza with a universe of 370 civil society organizations of provincial, district and community levels. It was established in 2009 under the number 267 / A, through the BR: Serie III in 32, has 23 members between organizations and individuals, and is chaired by a Steering counsel composed of 3 persons and a total of 10 employees responsible for the management and implementation of the Centre's activities.

| AREAS FOR ASSESSMENT | ASSESSMENT QUESTIONS | ASSESSMENT |
|---|---|---|
| PART I. BACKGROUND INFORMATION | | |
| 1. History | Date of establishment of the organization | 2009 |
| 2. Mandate & constituency | What is the current mandate or purpose of the organization? Who is the organization's primary constituency? | Mandated to train CSO in governance monitoring, monitoring of public services, carry out research in areas of public participation and Urban poverty (www.cescmoz.org) The population of Mozambique represented by civil society platforms at sub-national levels |
| 3. Legal status | What is the organization's legal status? Has it met the legal requirements for operation in the programme country? What is the organization's main source (s) of funds? | Legally constituted and registered, 267/A BR III Serie 32 Yes Donor funds |
| 4. Funding | | |
| 5. Certification | Is the organization certified in accordance with any international standards or certification procedure? | No |
| 6. Proscribed organizations | Is the organization listed in any UN reference list of proscribed organizations? | No |
| PART II. PROJECT MANAGEMENT CAPACITY | | |

| AREAS FOR ASSESSMENT | ASSESSMENT QUESTIONS | | ASSESSMENT |
|---|---|---|------------|
| 2.1 Managerial Capacity | | | |
| 1. Leadership Commitment | Are leaders of the organization ready and willing to implement the proposed project? | Yes and has relevant years of experience with a similar projects | |
| 2. Management experience and qualifications | Which managers in the organization would be concerned with the proposed project? What are their credentials and experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects? | National Executive Director Have substantial experience in project management including previous UNDP projects as responsible party Yes, UNDP, UNICEF, OXFAM and DFID | |
| 3. Planning and budgeting | Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks? | partially Yes, in the Annual Work plans and budgets Yes | |
| 4. Supervision, review, and reporting | How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders? Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience? | Annual work plans and budgets with targets and implementation responsibilities identified. Preparation of half yearly and annual monitoring reports. Annual staff assessments Annual and half-yearly monitoring reports Reports to members in Annual General Assembly, annual monitoring reports, annual meetings with project provincial focal points and with civil society organizations in general Yes Yes Yes | |

| AREAS FOR ASSESSMENT | ASSESSMENT QUESTIONS | ASSESSMENT |
|-----------------------------------|--|---|
| 5. Networking | <p>What other organizations are critical for the successful functioning of this organization?</p> <p>How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?</p> | <p>Yes Through monitoring, field visits, and documentation of best practices</p> <p>Other likewise projects, Government collaborations at national and sub-national level, communication with international development agencies financing similar projects, national and international civil society organizations</p> <p>Regular dialogue through formal and informal meetings Yes, at various levels (MEPT, ROSC, G20)</p> |
| 2.2 Technical Capacity | | |
| 1. Technical knowledge and skills | <p>Do the skills and experience of the organization's technical professionals match those required for the project?</p> <p>Would these professionals be available to the project?</p> <p>Does the organization have the necessary technical infrastructure (e.g. laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its</p> | <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Internal and external training workshops and short courses</p> <p>As an organization belongs to G20.</p> |

| AREAS FOR ASSESSMENT | ASSESSMENT QUESTIONS | ASSESSMENT |
|---|---|--|
| PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES | | |
| 3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project. | | |
| 1. Facilities, infrastructure and equipment | <p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p> | <p>Yes</p> <p>Yes</p> |
| 2. Procurement and contracting | <p>Does the organization have the legal authority to enter into contracts and agreements with other organizations?</p> <p>Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity?</p> <p>Do procurement personnel have skills and experience that are appropriate to the requirements of the project?</p> <p>Does the organization have written procurement procedures?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p> | <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> |
| 3. Recruitment and personnel management | <p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Does the organization have dedicated personnel capacity?</p> <p>Do recruitment personnel have skills and experience that are appropriate to the requirements of the project?</p> <p>Does the organization have written recruitment procedures?</p> <p>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p> | <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> |

| AREAS FOR ASSESSMENT | ASSESSMENT QUESTIONS | ASSESSMENT |
|----------------------|--|------------|
| | Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates? | No |

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