



United Nations Development Programme

Country: Georgia

Project Document

Project Title:

Support to Civil Society Development

(Support to CSO Partnerships between Romania and Georgia)

UNDAF Outcome(s):

Efficiency and accountability of governance structures at central and local levels strengthened towards an inclusive and participatory decision-making process

Expected CP Outcome(s):

(Those linked to the project and extracted from the CPAP)

Public sector reform in support of efficient, effective, responsive and pro-poor public services promoted and supported through policy advice and capacity development activities.

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

The management, administrative and organizational capacities of key public administration institutions enhanced

Implementing Partner:

United Nations Development Programme

Responsible Parties:

United Nations Development Programme

Brief Description

The project aims at supporting civil society development in Georgia through establishing partnership for development projects between Romanian civil society and development actors from Georgia

In this regard, priority areas for Georgia within the framework of the project "Support to CSO Partnerships between Romania and Georgia" will include:

- (1) promoting human rights of children in need of institutional care; rights of people living with HIV/AIDS and other vulnerable groups, and supporting local and national actors to implement good democratic practices in this area;
- (2) as well as promoting civic education activities including youth development for responsible citizenship and community participation;

Programme Period:	2006 - 2010
Key Result Area:	Democratic Governance
/2.1. Fostering inclusive participation	
Atlas Award ID:	00059653
Start date:	March 2010
End Date	Sep. 2011
Management Arrangements	DIM

2010-11 AWP budget:	250,000
Total resources required	250,000
Total allocated resources:	250,000
o Gov. of Romania	250,000
Unfunded budget:	_____

Agreed by UNDP:

Ms. Inita Paulovica, Deputy Resident Representative

I. SITUATION ANALYSIS

Strong civil society is a necessary prerequisite for the functioning of an effective accountability mechanism in any country. The situation in Georgia in this regard is not an exception. It has been widely recognised that lack of accountability has been identified as the basic cause for poor governance amongst governance structures in the circumstances when there is lack awareness about the laws among public and public education mechanisms are randomly employed, which, combined, creates a lack of sense of civil responsibility among the population. It was also noted that there is lack of mechanisms to support active participation in civil society or opportunities for people's participation in Georgia and although NGO sector in Georgia is relatively well developed, it requires further improvements to provide an adequate number of outlets for the public to participate.

The need of strengthening public participation in decision-making has been also highlighted in the **Country Programme Action Plan 2006 – 2010 for Georgia**¹, which envisages establishment of strategic partnerships with the civil society and counting "to promote the participation of civil society forces in pursuing various policy initiatives and support mechanisms for ensuring government – civil society dialogue. Furthermore, civil society will be a key partner for advocacy and MDG campaigning."

II. STRATEGY

Most recently, active engagement of UNDP with the civil society has been reflected in **UNDP Strategic Plan for 2008-2011**² under Democratic Governance focus area, one of the outcomes of which is "Civic engagement, through civil society organizations, voluntary associations, trade unions, political parties, and private sector organizations, enables all people to influence public policy processes and to hold governments to account."

The current initiative responds to the goal of partnering with CSOs in the areas of (1) promoting human rights of children in need of institutional care; rights of people living with HIV AIDS and other vulnerable groups, and supporting local and national actors to implement good democratic practices in this area; (2) as well as promoting civic education activities including youth development for responsible citizenship and community participation;

It will be implemented with the support of the Romanian Government under the framework of the SNIECODA Project (Strengthening the National Institutional and Educational Capacities to Implement Official Development Programmes/Projects). It is a program of the Ministry of Foreign Affairs of Romania that supports Romania's donor role in international development cooperation. The *Romanian Development Initiative* is a distinct activity under this project with developmental results expected to be achieved in Romania's priority for development countries through micro capital grants provided from the Project for partnerships for development between Romanian civil society and development actors in the recipient country. It is expected that the capital grants will also have the additional impact of enhancing the capacities of Romania's civil society to enter, develop and sustain international development cooperation projects in Romania's priority for development countries.

The Government of Romania, through its Ministry of Foreign Affairs has allocated USD 250.000 for a window of funding directed specifically at Georgia. This call for proposals will award grants to eligible applicants, not exceeding USD 116.000.

UNDP Georgia will be responsible for identification of the CSOs for the implementation of the partnership projects and provision of M&E during their implementation. Detailed Terms of Reference, application form and budget template will be developed for selecting the projects under micro-grant scheme. The call for proposals will be advertised electronically on UNDP Georgia website and shared with the Romanian counterparts. An Evaluation Board (Steering Committee) will be formed with the

¹ **Country Programme Action Plan 2006 – 2010 between The Government of Georgia and United Nations Development Programme** http://undp.org.ge/index.php?lang_id=ENG&sec_id=24&info_id=172

² **UNDP strategic plan, 2008-2011, 22 May 2008** www.undp.org/execbrd/word/dp07-43_updated.doc

participation of UNDP sister agencies – UNAIDs and UNICEF, considering the bordering areas of intervention. Once the finalist proposals are identified, capacity assessment of the proposals will be conducted by UNDP Project Capacity Assessment Specialist based on the UNDP methodology of civil society organisations. Based on their results, the finalist CSOs will be invited to further elaborate their proposals into detailed workplan and M&E framework. The developed sub-project documents will be presented to LPAC for review along with the Capacity Assessment Reports. Once approved by both LPAC and the Donor, micro-capital grant agreements will be signed with the selected CSOs. The next stage of project will be implementation of the selected initiatives by the CSOs and regular monitoring of projects progress by UNDP.

During the selection process special attention will be made on the **sustainability** of the proposed actions as well as to the extent they take into consideration **gender** dimension in the course of project implementation.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Public sector reform in support of efficient, effective, responsive and pro-poor public services promoted and supported through policy advice and capacity development activities

Applicable Key Result Area (from 2008-11 Strategic Plan): Focus area 2. Democratic governance; Key result area 2.1. Fostering inclusive participation

Partnership Strategy

The project will be implemented through CSO partnerships between Romanian and Georgian CSOs selected through grant competition. The partnerships will be developed not only between UNDP Georgia and Georgian CSOs, but also between CSOs in the two countries.

The Steering Committee will include representatives of other UN agencies, such as UNAIDS and UNICEF considering the wide thematic scope of the priority areas.

Project title and ID (ATLAS Award ID): *Development of civil society organisations in Georgia through the partnership for development projects between Romanian civil society and development actors from Georgia* Award: 00059653; Project: 74686

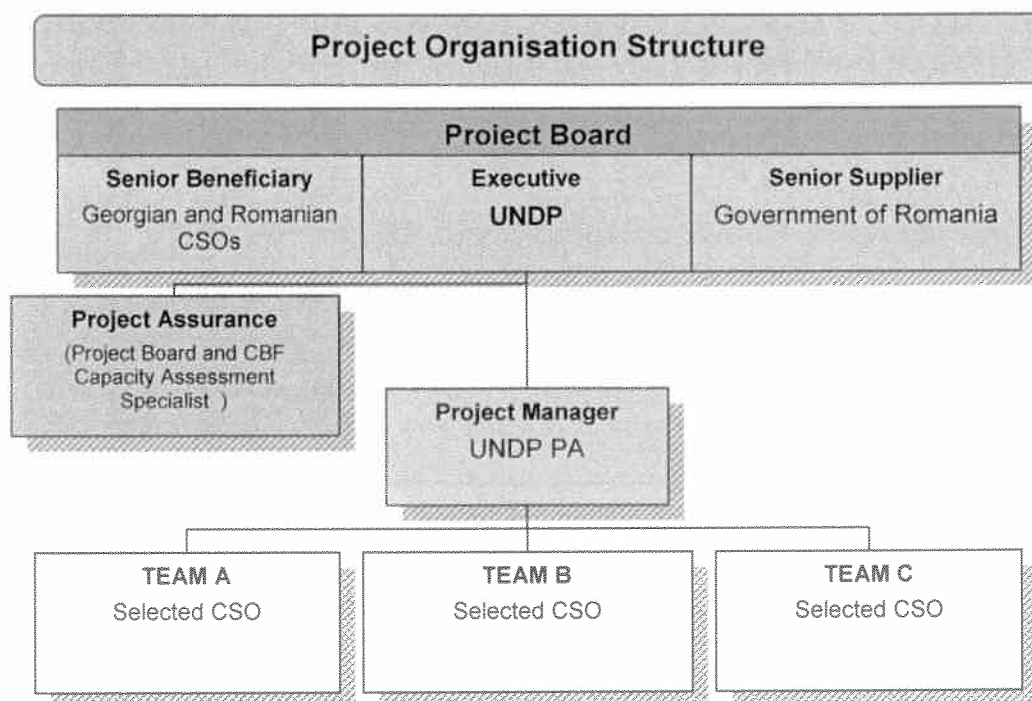
INTENDED OUTPUTS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output</p> <p><i>Development of civil society organisations in Georgia through the partnership for development projects between Romanian civil society and development actors from Georgia</i></p> <p>Baseline:</p> <p><i>Lack of well-developed and sustainable civil society. Limited cooperation between Romanian and Georgian civil society in the areas responding to the development needs of both countries.</i></p> <p>Indicators:</p> <p><i>Number of civil society partnerships formed/joint projects implemented.</i></p> <p>Targets:</p> <p><i>At least 2 joint initiatives implemented through partnership of CSOs in the areas responding to the development needs of Romania and Georgia.</i></p>	<p>1. Identification of the CSOs for the implementation of the partnership projects and provision of M&E during their implementation.</p> <ul style="list-style-type: none"> - Development of the TOR for the Call for Proposals for funding under a micro-grant scheme; - Announcement of the Call for Proposals; - Establishment of a Steering Committee (Evaluation Board); - Assessment and selection of the finalist proposals; - UNDP Capacity Assessment Specialist Assesses Capacities of the finalist CSOs (2 weeks) - Working with the winner CSOs to finalise the project workplans (M&E framework); - Signing of micro-capital grant agreements; - Regular monitoring of project progress; - Project closure; 	<p>UNDP</p>	<p>USD 250,000 will be split between the selected projects. Any funds not utilized will be used for visibility purposes.</p>
	<p>2. Implementation of selected initiatives by CSOs:</p> <p>A. Promoting human rights including rights of children in need of institutional care; rights of people living with HIV AIDS and other vulnerable groups; supporting local and national actors to implement good democratic practices in this area;</p> <p>B. Promoting civic education activities including youth development for responsible citizenship and community participation;</p>		

IV. ANNUAL WORK PLAN

Year: 2010 – 2011

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME						RESPONSIBLE PARTY	PLANNED BUDGET		
		Q2	Q3	Q4	Q1	Q2	Q3		Funding Source	Budget Description	Amount
<p>Output</p> <p><i>Development of civil society organisations in Georgia through the partnership for development projects between Romanian civil society and development actors from Georgia</i></p> <p>Baseline:</p> <p><i>Lack of well-developed and sustainable civil society. Limited cooperation between Romanian and Georgian civil society in the areas responding to the development needs of both countries.</i></p> <p>Indicators:</p> <p><i>Number of civil society partnerships formed/joint projects implemented.</i></p> <p>Targets:</p> <p><i>At least 2 joint initiatives implemented through partnership of CSOs in the areas responding to the development needs of Romania and Georgia.</i></p> <p>Related CP outcome:</p> <p><i>Public sector reform in support of efficient, effective, responsive and pro-poor public services promoted and supported through policy advice and capacity development activities</i></p>	<p>1. Identification of the CSOs for the implementation of the partnership projects and provision of M&E during their implementation.</p> <p>-- Development of the TOR for the Call for Proposals for funding under a micro-grant scheme;</p> <p>-- Announcement of the Call for Proposals;</p> <p>-- Establishment of a Steering Committee (Evaluation Board);</p> <p>-- Assessment and selection of the finalist proposals;</p> <p>-- UNDP Capacity Assessment Specialist Assesses Capacities of the finalist CSOs (2 weeks)</p> <p>-- Working with the winner CSOs to finalise the project workplans (M&E framework);</p> <p>-- Signing of micro-capital grant agreements;</p> <p>-- Regular monitoring of project progress;</p> <p>-- Project closure;</p>										
		x	x	x	x	x	UNDP	Government of Romania	Visibility charges;	USD 500	
	<p>2. Implementation of selected initiatives by CSOs:</p> <p>A. Promoting human rights including rights of children in need of institutional care; rights of people living with HIV AIDS and other vulnerable groups; supporting local and national actors to implement good democratic practices in this area;</p> <p>B. Promoting civic education activities including youth development for responsible citizenship and community participation;</p>							Government of Romania	As per the budget of the selected proposal.	USD 249,500	
TOTAL										USD 250,000	

V. MANAGEMENT ARRANGEMENTS



The project will be implemented under Direct Implementation Modality (DIM), with the UNDP being the responsible party. UNDP will be responsible for conducting a grants competition and selecting Romanian and Georgian CSOs for the implementation of their joint initiatives (see ANNEX 1). UNDP Georgia Governance Programme Associate will serve as a Project Manager.

Capacity assessment of implementing partner

The assessment of the selected Georgian CSOs will be conducted according to UNDP UNDP SCO capacity assessment methodology (see ANNEX 2). For assurance purposes the assessment will be conducted by UNDP Project Capacity Assessment Specialist working under Capacity Building Fund project.

Audit arrangements

The project will be subject to independent annual audits that will be conducted in accordance with UNDP financial rules and procedures.

Visibility

Special attention will be paid to ensuring visibility of the donor – Government of Romania and UNDP. UNDP Branding Handbook and donor visibility guidelines will be shared with the selected CSOs to be used in their public information and other project related materials that they publish.

Learning and knowledge sharing

The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

VI. MONITORING FRAMEWORK AND EVALUATION

Please refer to the Project Document – Deliverable Description to complete this component of the template.

Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- 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 Quarterly Progress Reports (QPR) 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
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** 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 1: Development of civil society organisations in Georgia through the partnership for development projects between Romanian civil society and development actors from Georgia		
Activity Result 1 (Atlas Activity ID)	Project Administration	Start Date: 2010 End Date: 2011
Purpose	<i>Identification of the CSOs for the implementation of the partnership projects and provision of M&E during their implementation.</i>	
Description	<ul style="list-style-type: none"> -Development of the TOR for the Call for Proposals for funding under a micro-grant scheme; -Announcement of the Call for Proposals; - Establishment of a Steering Committee (Evaluation Board); - Assessment and selection of the finalist proposals; - UNDP Capacity Assessment Specialist Assesses Capacities of the finalist CSOs - Working with the winner CSOs to finalise the project workplans (M&E framework); - Signing of micro-capital grant agreements; - Regular monitoring of project progress; - Project closure; 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
1. Inter-agency Steering Committee (Evaluation Board) in place. 2. No of proposals selected and project launched. 3. Selected SCOs evaluated based on UNDP CSO assessment tool.	1. Official communication on establishing the Steering Committee 2. Evaluation Records, Communication with the Donors; 3. CSO Assessment Report /LPAC notes.	30-Nov-10
Activity Result 2 (Atlas Activity ID)	Implementation of selected initiatives by CSOs for promoting human rights and implementing good democratic practices	Start Date: 2010 End Date: 2011
Purpose	<i>Promoting human rights including rights of children in need of institutional care; rights of people living with HIV AIDS and other vulnerable groups; supporting local and national actors to implement good democratic practices in this area;</i>	
Description	<i>The detailed description, quality criteria, quality method and date of assessment will be identified at a later stage of project implementation once the grant</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
To be defined (TBD)	(TBD)	(TBD)
Activity Result3 (Atlas Activity ID)	Implementation of selected initiatives by CSOs for promoting civic education	Start Date: 2010 End Date: 2011
Purpose	<i>Promoting civic education activities including youth development for responsible citizenship and community participation;</i>	
Description	<i>The detailed description, quality criteria, quality method and date of assessment will be identified at a later stage of project implementation once the grant</i>	
Quality Criteria	Quality Method	Date of Assessment
To be defined (TBD)	(TBD)	(TBD)

VII. LEGAL CONTEXT

If the country has signed the *Standard Basic Assistance Agreement (SBAA)*, the following standard text must be quoted:

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 SBAA [or other appropriate governing agreement] 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".

VIII. ANNEXES

ANNEX 1

TOR for Call for Proposals

Background:

UNDP Georgia, with financial support from the Romanian Government is pleased to announce the call for proposals aiming at supporting partnership for development projects between Romanian civil society and development actors from Georgia. The grants will be in line with the Romania's National Strategy for International Development Cooperation.

The total amount available for this Call for Proposals is about 250,000 USD and the value of each project proposed is maximum of 116,000 USD. Projects duration should not exceed 12 months.

Projects will only be considered from two or more applicant groups working together in a consortium.

Each consortium can include any number of applicant organizations, but at least one of the applicant organizations must be based in Romania, and at least one applicant organization must be based in Georgia. Thus, experience and best practices exchange is strongly encouraged. Proposals should be completed according to the attached templates and submitted before the deadline of **xxx**.

Priority Areas for Call:

Romania's National Strategy for International Development Cooperation is in principle structured to offer assistance in the following domains:

A. Good Governance: citizens' participation, reform of public administration, decentralization, access to information.

B. The strengthening of democracy and rule of law: promoting human rights (child protection, equal opportunities, combating discrimination), legislative and institutional reform, etc.

C. Economic development: sustaining the transition towards a market economy, development of the private sector including by means of public private partnership (PPP), sustaining the privatization process, formulation of the monetary policy, management of public finances, assisting the development of information society

D. Education and career development/employment: supporting partner states in developing a curriculum, the trainers formation, reform of professional and technical education, labor market reforms.

E. Health: focus on the reproduction health, prevention and control of the spreading diseases (developing a system able to prevent and control it), fighting HIV/AIDS (promoting Romanian good practices in administrating the programs financed by the Global Fund to fight AIDS, Tuberculosis and Malaria; the formation of trained medical personnel).

F. Development of infrastructure and environment protection: contribution to the rural infrastructure projects (water supplying, roads viability), contribution to the transport infrastructure programmes, energy, telecommunication, housing projects, tourism projects and capitalizing the potential of the tourist's objectives and the environment infrastructure projects.

This Call for Proposals targets projects focusing on the following areas:

1. Promoting human rights including rights of children in need of institutional care; rights of people living with HIV AIDS and other vulnerable groups; supporting local and national actors to implement good democratic practices in this area;

2. Promoting civic education activities including youth development for responsible citizenship and community participation;

Review criteria have been developed to evaluate project proposals submitted and help the Steering Committee to allocate funds to projects. The criteria are based on a number of overarching principles which provide a framework for the decision-making of the Steering Committee:

First, all projects proposed should be within the legal mandate and competency of the relevant actors of each consortium.

Second, projects should offer tangible and measurable development impact. Applicant consortia must agree to the rigorous monitoring and evaluation regime.

Third, project results should be sustainable, with a view to achieving ongoing development impact beyond the duration of funding from the programme.

Eligible Applicants:

Applicants eligible to receive grants from must have **non-profit legal status** (*be non-profit making and be legal persons*).

Civil society, non-governmental organizations legally operating in Romania and/or Georgia for at least 2 years are eligible to apply.

Applications will only be accepted by consortia of actors working in partnership. Each consortium can include any number of partner organizations, but at least one of the partner organizations must be based in Romania and one partner organization must be based in Georgia.

Each partner organization of the consortium must be legally registered in the country, in which they are based, and:

- *not* act as an intermediary, but be directly responsible for the preparation and management of the proposal
- have relevant experience in the area of application; if the proposal is jointly presented, at least one partner should have significant experience in the relevant field
- present *audited* financial statements for at least one previous year

A consortium can submit only one application under this Call for Proposals. Applicant groups shall not be awarded more than one grant under this Call for Proposals, but organizations may submit proposals as members of more than one consortium.

Selection Process:

Following the deadline, project will be evaluated in several stages:

Administrative Screening- first eliminatory stage: Verification that application form is complete and all required documents are presented

Eligibility and quality of the proposals – second eliminatory stage – Review of the proposals by the Evaluation Committee based on the selection criteria. Proposals will be scored and based on the final scoring the funding decision will be made.

Project Proposal Format

In preparing a Project Proposal for submission, please follow the format specified below. The overall length of your proposal should not exceed 7 pages (including cover page but excluding the required Appendices).

I. Programme Summary

Please provide a brief description of what the project aims are, and how these aims will be achieved.

II. Background and Rationale

Clearly articulate the opportunity or problem you are addressing, including the scope, context and factors that create the opportunity or cause the problem. Describe the intended beneficiaries and geographic area of intervention (if applicable).

Describe how the proposed project relates to ongoing activities in the field and how your effort to capitalize on the opportunity or solve the problem would be innovative or complementary to existing efforts.

Explain how the project will contribute concretely to improving the current situation at country level.

III. Intended Results

Please briefly define the specific objective(s) of the proposed project, with reference to the objectives of the programme.

Please specify the results to be delivered by this project, showing how these contribute to meeting the objective(s). *Be specific and try to quantify results as much as possible.*

Explain how sustainability will be secured after completion of the action. This may include aspects of necessary follow-up activities, built-in strategies, ownership, etc.

IV. Project Design and Implementation Plan

Please describe the project design and major activities to be undertaken, linking these clearly to individual results outlined in Section III. This should be limited to broad, strategic categories of activities.

Please describe which partner organization in the consortium will be responsible for undertaking each activity.

Please explain how the project will be coordinated at the implementation level – linking the activities of national partners and other related donor initiatives.

Please highlight potential parallel or co-financing opportunities if applicable, and/or involvement of the private sector as appropriate.

Where the project is an extension or continuation of a previous project, please explain how the action is intended to build on the results of the previous project.

Please identify any potential risks to achieving the project's objectives, and identify the main preconditions and assumptions that affect the implementation phase.

V. Monitoring and Evaluation

Please specify quantitative and qualitative indicators for all results and describe the proposed methodology for their measurement.

VI. Institutional Arrangements and Management Plan

Please provide a brief description of the partner organizations of the consortium and their previous experience in programmatic and/or analytical collaboration in this field.

Please specify the respective roles of the different consortium partners, and identify which partner will assume the lead responsibility for achieving any joint results of the project.

Outline the organizational structure and personnel requirements proposed for implementing the project (there is no need to include the names of individuals).

Please describe the proposed internal governance arrangements to provide oversight of the project, as well as any coordination groups/ forums in which consortium partners intend to participate during project implementation.

Appendices

A. Work plan: Applicants should attach the work plan indicating when specific project activities will be undertaken under the proposed project.

B. Budget: Applicants must include a summary cost estimate/project budget for each consortium partner, using the budget template provided.

C. CV of key staff involved.

D. Partnership Agreement: Each consortium partner should enter into partnership agreement, and must submit it in support of their application.

E. Legal Statutes: Each consortium applicant should attach in pdf format a copy of documentation verifying their legal status.

F. Financial Accounts: Each consortium applicant should attach a pdf of the organisation's most recent audited statement of accounts.

Review Criteria

Selection of the proposals will be based on the following criteria (overall percentile weight of these criteria is indicated within brackets):

1) Relevance to the goal and objectives of grant programme. Are the opportunities or problems that the project seeks to address relevant to the overall goal and objectives stated? i.e. Does the proposal address issues relevant for the transfer/sharing of experience in the selected domain? **[20%]**

2) Potential impact and added value. Beneficiaries and project impact, i.e. is the action likely to have a tangible **impact** on its target groups? What is the added value of the project support? **[20%]**

3) Methodology, Implementation arrangements and resources. Feasibility and consistency of the project activities, project plan and its proposed budget; appropriateness of the implementation arrangements and resources to be mobilized for the project; overall quality of the proposal documents (*form and content*). i.e. How coherent is the overall design of the action? (in particular, does it reflect the analysis of the problems involved, taking into account external factors). Are the *activities* proposed appropriate, practical, and consistent with the objectives and expected results? Does the proposal contain *objectively verifiable indicators* for the outcomes/impact of the action? (Logframe) **[15%]**

4) Sustainability Financial and organizational sustainability; the benefit of the proposal in terms of project continuity and financial viability after the support ends, i.e. is the proposal's plan to ensure financial and organizational sustainability viable? **[15%]**

5) Capacities & Partnerships Institutional, financial and technical capacity of the applicant organizations (when applicable, also through the alliance established for the project) to carry out the proposed plan; applicants' degree of experience in project execution and in working with development issues; willingness of project partners to involve relevant smaller actors, either through subcontracting of activities or inclusion within project management or oversight structures. **[15%]**

6) Potential to become a good practice Does the experience possess a high potential for transfer/replication? The particularities of the experience are not an impediment so strong that the methodologies and lessons learned cannot be replicated by peer actors in their own context. The experience is framed within the paradigms promoted by the UNDP. It is oriented towards capacity building and enabling for human development. The projects contain the direct involvement and ownership process in the practice of different target groups, actors

and categories of people from planning to implementation stages; the project is likely to have a social and economic impact on the lives of beneficiaries, etc... [10%]

7) Innovation Degree of innovation proposed by the project. Is the project innovative globally, or in the country context? Have new ways to address the opportunities or problems been identified? Are issues specific to the capacities, rights, remittance migration and communities and trends in the proposed target area/country of operation taken into account? [5%]

The Evaluation Committee members will assign between 0 and 5 points to the above-mentioned criteria according to the following assessment:

- 0 – fails or missing/incomplete information
- 1 – poor
- 2 – fair
- 3 – good
- 4 – very good
- 5 – excellent

A percentile weight is assigned to each criterion, which will determine, in conjunction with the average points assigned by the evaluators, the overall score and ranking of the proposals.

Please note that the quality of the presentation, in terms of conceptual layout of the proposal, language, and visual impact is a factor in the judgment of any evaluator.

Applications should be submitted via email before xxx at xxx@undp.org. Kindly note that no enquires regarding the CFP will be entertained by phone or email.

ANNEX 2

CSO Capacity Assessment Tool		
PART I. ASSESSING CSO COMMITMENT TO THE UNDP PRINCIPLES OF PARTICIPATORY HUMAN DEVELOPMENT AND DEMOCRATIC GOVERNANCE		
1.1 Legal status and history		<i>Degree of legal articulation and biographical indications</i>
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>1.1.1 Legal status</i>	Is the CSO legally established? Does the CSO comply with all legal requirements of its legal identity and registration?	Name and name of officers Registration with government or umbrella CSO Legal incorporation documents
<i>1.1.2 History</i>	Date of creation and length in existence Reasons and circumstances for the creation of the CSO Has the CSO evolved in terms of scope and operational activity?	Annual reports Biographical note on CSO; Media kit; Website
1.2 Mandate, policies and governance		<i>Compatibility between the goals of the CSO with those of UNDP and a sound governance structure</i>
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>1.2.1 CSO mandate and policies</i>	Does the CSO share UNDP principles of human development? Does the CSO share similar service lines to UNDP? Is it clear on its role?	Mission statement/Charter document Annual report Policy statements
<i>1.2.2 Governance</i>	Who makes up the governing body and what is it charged with? How does the independent governing body exert proper oversight? Does the CSO have a clear and communicated organizational structure?	Reports on the meetings of the governing body Profile of board members/trustees Copies of rules and procedures Minutes of management or decision-making meeting Code of Conduct CSO organizational chart
1.3 Constituency and external support		<i>Ability to build collaborative relationships and a reputable standing with other sectors</i>
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>1.3.1 Constituency</i>	Does the CSO have a clear constituency? Is the organization membership based? Is there a long-term community development vision? Does the CSO have regular and participatory links to its constituency? Are constituents informed and supportive about the CSO and its activities?	Mission-statement-goal Webpage / web forum Newsletter Report of field visits Media coverage Resource centre or public assembly space
<i>1.3.2 CSO local and global linkages</i>	Does the CSO belong to other CSO organizations and/or CSO networks in its own sector? Does the CSO have strong links within the CSO community and to other social institutions?	Membership / affiliation in a CSO umbrella Letters of reference Participation in regional / national / international CSO meetings and conferences Partnerships agreements with other CSOs
<i>1.3.3 Other partnerships, networks and external relations</i>	Does the CSO have partnerships with government / UN agencies / private sector / foundations / others? Are these partnerships a source of funding?	Partnerships agreements and/or MoUs Records of funding and list of references Reports on technical external support from national and/or international agencies Minutes of partnership interactions

PART II. ASSESSING CSO CAPACITY FOR PROJECT MANAGEMENT		
2.1 Technical capacity		Ability to implement a project
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>2.1.1 Specialization</i>	Does the CSO have the technical skills required? Does the CSO collect baseline information about its constituency? Does the CSO have the knowledge needed? Does the CSO keep informed about the latest techniques/ competencies/policies/trends in its area of expertise? Does the CSO have the skills and competencies that complement those of UNDP?	Publications on activities, specific issues, analytical articles, policies Reports from participation in international, regional, national or local meetings Tools and methodologies Evaluations and assessments
<i>2.1.2 Implementation</i>	Does the CSO have access to relevant information/resources and experience? Does the CSO have useful contacts and networks? Does the CSO know how to get baseline data, develop indicators? Does it apply effective approaches to reach its targets (i.e participatory methods)	Evaluations and Assessments Methodologies/training materials Use of toolkits, indicators and benchmarks/capacity-development tools Databases (of CBOs, partners, etc.)
<i>2.1.3 Human resources</i>	Does the CSO staff possess adequate expertise and experience? Does the CSO use local capacities (financial/human/other resources)? Does the CSO have a strong presence in the field? What is the CSO's capacity to coordinate between the field and the office?	Profile of staff, including expertise and professional experience Staff turnover Chart of assignments of roles and functions Reports on technical experience from national or international agencies for operations and capacity-building
2.2 Managerial capacity		Ability to plan, monitor and co-ordinate activities
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>2.2.1 Planning, monitoring & evaluation</i>	Does the CSO produce clear, internally consistent proposals and intervention frameworks? Does the development of a programme include a regular review of the programme? Does the CSO hold annual programme or project review meetings? Is strategic planning translated into operational activities? Are there measurable objectives in the operational plan?	Well-designed project and programme documents as well as evaluations and reports Action/operational plans Evaluation and monitoring reports
<i>2.2.2 Reporting and performance track record</i>	Does the CSO report on its work to its donors, to its constituency, to CSOs involved in the same kind of work, to the local council, involved government ministries, etc.? Does the CSO monitor progress against indicators and evaluate its programme/project achievement? Does the CSO include the viewpoint of the beneficiaries in the design and review of its programming?	Reports on performance Reports to donors and other stakeholders Internal and external evaluation and impact studies
2.3 Administrative capacity		Ability to provide adequate logistical support and infrastructure
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
<i>2.3.1 Facilities and equipment</i>	Does the CSO possess logistical infrastructure and equipment? Can the CSO manage and maintain equipment?	Adequate logistical infrastructure: office facilities and space, basic equipment, utilities Computer capability and library materials Proper equipment for area of specialisation/inventory to track property and cost

2.3.2 Procurement	Does the CSO have the ability to procure goods, services and works on a transparent and competitive basis?	Standard contracts Examples of how procurement is done Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments
2.4 Financial capacity		Ability to ensure appropriate management of funds
INDICATOR	AREAS FOR ASSESSMENT	APPLICABLE DOCUMENTS/TOOLS
2.4.1 Financial management & funding resources	<p>Is there a regular budget cycle?</p> <p>Does the CSO produce programme and project budgets? What is the maximum amount of money the CSO has managed?</p> <p>Does the CSO ensure physical security of advances, cash and records?</p> <p>Does the CSO disburse funds in a timely and effective manner?</p> <p>Does the CSO have procedures on authority, responsibility, monitoring and accountability of handling funds?</p> <p>Does the CSO have a record of financial stability and reliability?</p>	<p>Operating budgets and financial reports</p> <p>List of core and non-core donors and years of funding</p> <p>Written procedures ensuring clear records for payable, receivables, stock and inventory</p> <p>Reporting system that tracks all commitments and expenditures against budgets by line</p>
2.4.2 Accounting system	<p>Does the CSO keep good, accurate and informative accounts?</p> <p>Does the CSO have the ability to ensure proper financial recording and reporting?</p>	<p>A bank account or bank statements</p> <p>Audited financial statements</p> <p>Good, accurate and informative accounting system</p> <p>Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting</p>

ANNEX 3

GRANT AGREEMENT

(Micro-Capital Grant Agreement)

For Non-Credit Related
Activities

DESCRIPTION

Standard Grant Agreement (Micro-Capital Grant Agreement)

This Grant Agreement is provided as a tool that can be adapted to the specific needs of a particular project. Micro-Capital Grant Agreements should be developed in consultation with the United Nations Development Programme (UNDP) and approved by an independent mechanism such as a steering committee or Steering Committee. This grant agreement serves to register the commitments and results that the recipient institution has agreed to produce. It is recommended that funds be released in tranches, based on results. These results should be clearly specified, such that it is clear to all parties when a recipient institution qualifies for release of tranches of funds.

TERMINOLOGY

- The terminology used in this Agreement is in line with the revised financial regulations and rules (FRR) i.e. particularly between "execution" and "implementation". These two terms are elaborated under the Legal Framework section of the Programme and Project Management Section of the POPP.
- It is important to note that at the level of project management, the terms "execution" under the non-harmonized operational modalities, including global and regional projects and "implementation" under the harmonized operational modalities have the same meaning, i.e. management and delivery of project activities to produce specified outputs and efficient use of resources. Therefore, this Agreement uses the term "implementation" in line with the "harmonized operational modalities" to cover also at the project level the term "execution" under the non-harmonized operational modalities. More specifically, all previous references to "Designated Institution" have been replaced with "Implementing Partner".

A. MICRO-CAPITAL GRANT AGREEMENT

MICRO-CAPITAL GRANT AGREEMENT BETWEEN THE IMPLEMENTING PARTNER AND THE RECIPIENT INSTITUTION FOR THE PROVISION OF GRANT FUNDS

Micro-Capital Agreement (hereinafter referred to as the "Agreement") made between the Implementing Partner [INSERT NAME OF Implementing Partner] and the Recipient Institution [INSERT NAME OF Recipient Institution].

WHEREAS [Insert name of the Implementing Partner] (hereinafter referred to as "the Implementing Partner") has been requested by the United Nations Development Programme ("UNDP") to manage the project defined in project document [Insert project number and title] (hereinafter referred to as "the Project"), implemented at the request of the Government of [Insert name of country]

WHEREAS the Implementing Partner [NAME] and UNDP desire to provide funding to the **RECIPIENT INSTITUTION** in the context of a Project and on the terms and conditions hereinafter set forth, and

WHEREAS the **RECIPIENT INSTITUTION** is ready and willing to accept such funds from the Implementing Partner [NAME] and UNDP through the administration of UNDP for the above mentioned activities on the said terms and conditions.

NOW, therefore, the parties hereto agree as follows:

I. Responsibilities of the RECIPIENT INSTITUTION

1.1 The RECIPIENT INSTITUTION agrees to: 1) Undertake the activities described in its **Workplan** and **Budget** (attached), and updates related to the subsequent release of funds in **tranches**; 2) Provide quarterly reports to the Steering Committee; and 3) Provide Annual Audited Statements [Income Statement and Balance Sheets]. In projects where a technical contractor is providing assistance to the RECIPIENT INSTITUTION, the contractor shall be responsible for verifying the accuracy of these reports/statements. Funds provided pursuant to this Agreement shall be used for purposes related to producing results specified in its annual performance targets [Section C].

1.2 The RECIPIENT INSTITUTION agrees to reach the performance targets contained in Section C. If the RECIPIENT INSTITUTION fails to meet its responsibilities outlined in article 1.1, or [Optional] to attain at least 70% of any one performance target for any given year, then this will be considered grounds for the Steering Committee to suspend any further micro-capital grant support. The suspension shall remain in effect until the RECIPIENT INSTITUTION has achieved the target. In projects with a technical assistance contractor, the contractor may, at its discretion, continue to provide technical assistance to the RECIPIENT INSTITUTION during this suspension period.

1.3 The RECIPIENT INSTITUTION agrees to inform the Steering Committee about any problems it may face in attaining the objectives agreed upon.

II. Duration

2.1 This Agreement will come into effect on [INSERT DATE/MONTH/YEAR] and shall expire on [INSERT DATE/MONTH/YEAR], covering the anticipated term of the project. It can be extended, if necessary by exchange of letters, noting the new expiration date.

III. Payments

3.1 The Implementing Partner [In cases of UNDP Support to NIM/Direct Payments: UNDP] shall provide funds to the **RECIPIENT INSTITUTION** in an amount up to [INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS] according to the schedule of the project budget set out below. Payments are subject to the **RECIPIENT INSTITUTION** meeting the outputs as specified in the Performance Targets [Section C].

[INSERT CURRENCY AND AMOUNT], upon signature of this Agreement.

3.2 All payments shall be deposited into the **RECIPIENT INSTITUTION's** bank account of which the details are as follows:

[NAME OF THE BANK]
[BANK ROUTING NUMBER]
[BENEFICIARY ACCOUNT NAME]
[BENEFICIARY ACCOUNT NUMBER]
[ADDRESS OF THE BANK]

3.3 The amount of payment of such funds is not subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the **RECIPIENT INSTITUTION** in the performance of the activities under this Agreement.

IV. Records, Information and Reports

- 4.1 The **RECIPIENT INSTITUTION** shall maintain clear, accurate and complete records in respect of the funds received under this Agreement.
- 4.2 The **RECIPIENT INSTITUTION** shall furnish, compile and make available at all times to the Implementing Partner, UNDP any records or information, oral or written, which UNDP may reasonably request in respect of the funds received by the **RECIPIENT INSTITUTION**.
- 4.3 Within sixty days after completion of project activities, the **RECIPIENT INSTITUTION** shall provide the Implementing Partner and UNDP with a final report with respect to all expenditures made from such funds (including salaries, travel and supplies) and indicating the progress made toward the goals of the activities undertaken, utilizing the reporting format contained in Annex I.
- 4.4 [Optional: For projects with Technical Assistance] The **RECIPIENT INSTITUTION** agrees to submit required Performance Reports to the CONTRACTOR within 21 days of the close of each quarter using the attached reporting format (Annex 1) reporting on project progress. At the beginning of the project, the **RECIPIENT INSTITUTION** can request CONTRACTOR assistance for the preparation of the forms. The **RECIPIENT INSTITUTION**, however, should develop its own capacity to generate these reports, as they are critical to manage its activities.
- 4.5 All further correspondence regarding the implementation of this Agreement should be addressed to:

For the **Implementing Partner**
[INSERT NAME OF AUTHORIZED OFFICIAL AND ADDRESS]

For UNDP:
[INSERT NAME OF UNDP RESIDENT REPRESENTATIVE AND ADDRESS]

For CONTRACTOR: [Optional]
[INSERT NAME OF AUTHORIZED OFFICIAL AND ADDRESS]

For the **RECIPIENT INSTITUTION**:
[INSERT NAME OF AUTHORIZED OFFICIAL AND ADDRESS]

V. General Provisions

5.1 This Agreement and the Annexes attached hereto shall form the entire Agreement between [INSERT ACRONYM OF ENTITY] and the Implementing Partner, superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Agreement.

5.2 The **RECIPIENT INSTITUTION** shall carry out all activities described in its Workplan with due diligence and efficiency. Subject to the express terms of this Agreement, it is understood that the **RECIPIENT INSTITUTION** shall have exclusive control over the administration and implementation of the activities referred to above in paragraph 1.1 and that the Implementing Partner and UNDP shall not interfere in the exercise of such control. However, both the qualities of work and the progress being made toward successfully achieving the goals of such activities shall be subject to review by the Steering Committee. If at any time the Steering Committee is not satisfied with the quality of work or the progress being made toward achieving such goals, the Steering Committee may advise the Implementing Partner to: (i) withhold payment of funds until in its opinion the situation has been corrected; or (ii) declare this Agreement terminated by written notice to the **RECIPIENT INSTITUTION** as described in paragraph 5.7 below; and/or seek any other remedy as may be necessary. The Steering Committee's determination as to the quality of work being performed and the progress being made toward such goals shall be final and shall be binding and conclusive upon the **RECIPIENT INSTITUTION** insofar as further payments are concerned.

5.3 The Implementing Partner and UNDP undertakes no responsibilities in respect of life, health, accident, travel or any other insurance coverage for any person which may be necessary or desirable for the purpose of this Agreement or for any personnel undertaking activities under this Agreement. Such responsibilities shall be borne by the **RECIPIENT INSTITUTION**.

5.4 The rights and obligations of the **RECIPIENT INSTITUTION** are limited to the terms and conditions of this Agreement. Accordingly, the **RECIPIENT INSTITUTION** and personnel performing services on its behalf shall not be entitled to any benefit, payment, compensation or entitlement except as expressly provided in this Agreement.

5.5 The **RECIPIENT INSTITUTION** shall be solely liable for claims by third parties arising from the **RECIPIENT INSTITUTION**'s acts or omissions in the course of performing this Agreement and under no circumstances shall The Implementing Partner and UNDP be held liable for such claims by third parties.

5.6 Assets (Equipment) supplied by UNDP funds to the **RECIPIENT INSTITUTION** shall be the property of UNDP until the end of the project, at which time UNDP shall determine the best use of these assets. In cases where the **RECIPIENT INSTITUTION** has met its responsibilities under this agreement, and handover of the asset would contribute to the sustainability of activities, UNDP would normally handover these assets to the **RECIPIENT INSTITUTION**. The assets shall be used for the purpose indicated in the Workplan throughout the period of this Agreement.

5.7 This Agreement may be terminated by either party before completion of the Agreement by giving thirty (30) days written notice to the other party, and the **RECIPIENT INSTITUTION** shall promptly return any unutilized funds to UNDP as per paragraph 5.6 above.

5.8 The **RECIPIENT INSTITUTION** acknowledges that the Implementing Partner and UNDP and its representatives have made no actual or implied promise of funding except for the amounts specified by this particular tranche Agreement. Although project related documents may indicate a total amount of funds that could be available for this **RECIPIENT INSTITUTION**, actual disbursements will be based upon the **RECIPIENT INSTITUTION** meeting performance targets. If any of the funds are returned to the Implementing Partner and UNDP or if this Agreement is rescinded, the **RECIPIENT INSTITUTION** acknowledges that the Implementing Partner, and UNDP will have no further obligation to the **RECIPIENT INSTITUTION** as a result of such return or rescission.

5.9 No modification of or change to this Agreement, waiver of any of its provisions or additional contractual provisions shall be valid or enforceable unless previously approved in writing by the parties to this Agreement or their duly authorized representatives in the form of an amendment to this Agreement duly signed by the parties hereto.

5.10 Any controversy or claim arising out of, or in accordance with this Agreement or any breach thereof, shall unless it is settled by direct negotiation, be settled in accordance with the UNCITRAL Arbitration Rules as at present in force. Where, in the course of such direct negotiation referred to above, the parties wish to seek an amicable settlement of such dispute, controversy or claim by conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules as at present in force.

The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy or claim.

5.11 Nothing in or relating to this Agreement shall be deemed a waiver of any privileges and immunities of the United Nations, or UNDP.

IN WITNESS WHEREOF, the undersigned, duly appointed representatives of the Implementing Partner, and the **RECIPIENT INSTITUTION**, respectively, have on behalf of the Implementing Partner and the **RECIPIENT INSTITUTION** signed the present Memorandum of Agreement on the dates indicated below their respective signatures.

On behalf of Implementing Partner:

On behalf of the **RECIPIENT INSTITUTION**:

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

B. BUDGET

TO BE PREPARED BY THE RECIPIENT INSTITUTION. THIS BUDGET WILL BE SUBMITTED TO THE STEERING COMMITTEE FOR APPROVAL

PROJECT BUDGET OF RECIPIENT INSTITUTION

Project Number: _____

Date: _____

Project Title: _____

Name of the **RECIPIENT INSTITUTION**: _____

Total Amount of Funds under the Agreement: _____

Date of the Agreement: _____

PROJECT BUDGET (in Local Currency)

PERIOD COVERING FROM _____ TO _____

General Category of Expenditures	Tranche 1	Tranche 2	Tranche 3	TOTAL
Personnel				
Transportation				
Premises				
Training/Seminar/ Workshops, etc.				

Contracts (Audit)				
Equipment/Furniture (Specify)				
Other [Specify]				
Miscellaneous				
TOTAL				

* Please note that all budget Lines are for costs related only to project activities.

** These budget categories and number of tranches are suggested guidelines. The Recipient may choose alternates which more accurately reflect their expense items and needs.

C. RECIPIENT INSTITUTION Performance Targets

NAME OF RECIPIENT INSTITUTION: _____

PERFORMANCE TARGETS	BASELINE	YEAR 1		YEAR 2		YEAR 3	
		Proposed	Actual	Proposed	Actual	Proposed	Actual

ANNEX 1

Annual Reporting Format

Year _____

Recipient Institution: _____

OVERALL TARGETS FOR ENTIRE GRANT	BASELINE	PROPOSED ANNUAL TARGETS	ANNUAL BUDGET	ACTUAL ANNUAL RESULTS	ACTUAL ANNUAL EXPENDITURES	PROGRESS TOWARDS TARGETS