

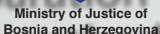
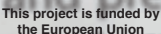
Practical manual

and basis of LOD Methodology - STEPS, METHODOLOGY ELEMENTS AND INSTRUCTIONS - FIRST STEP Analysis of existing problems and determining priorities in the local community and strategic development documents - Determining priority areas - SECOND STEP Preparation and publication of a public call for civil society organizations - Preparation of a public call for civil society organizations - Preparation of documents for submission of project proposals (application set for Non-Governmental/Civil Society Organizations) - THIRD STEP Evaluation of project proposals - Evaluation of submitted CSO project proposals - FOURTH STEP Allocation of project funds - Transparent public call for CSOs - Reporting on project implementation - Evaluation of project proposals - Inclusive decision making - Monitoring and analysis of public call results - Monitoring of project implementation - Monitoring of implementation LOD methodology - Overview of requirements of LOD methodology - DOCUMENTS AND INSTRUCTIONS - INDIVIDUAL INSTRUCTIONS - Reporting on activities and results Democracy Project - LOD Methodology and general terms - Principles and basic instructions - FIRST STEP AND INSTRUCTIONS - FIRST STEP Analysis of existing problems and determining priorities - Analysis of priorities in the local community and strategic development documents - Determining priority areas - SECOND STEP Preparation and publication of a public call - Development of a public call for civil society organizations - Preparation of documents for submission of project proposals (application set for Non-Governmental/Civil Society Organizations) - THIRD STEP Evaluation of project proposals - Evaluation of submitted CSO project proposals - FOURTH STEP Allocation of project funds - Reporting on project implementation - Reporting on project implementation results and financials - FIFTH STEP Project monitoring and evaluation - Guidelines for the implementation of methodology - DOCUMENTS AND INSTRUCTIONS

This project is funded by the European Union

Ministry of Justice of Bosnia and Herzegovina

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Special recognition is given to:

Slavka Alagić, Ministry of Justice of BiH and Džemal Hodžić Delegation of the European Union to BiH, for significant contribution in policy development and work with civil society, as well as helpful advices for improving the LOD project and methodology.

Special appreciations is given to:

Vesna Travljanin and Elvira Imširović-Bolić from the Association of Municipalities and Cities of the FBiH, and Aco Pantić and Goran Rakić from the Association Municipalities and Cities of RS for overall support in organizing public hearings for BiH local self-government units and promotion of the LOD methodology.

The Project Team would like to point out contribution in ensuring the representation of gender equality, both in theoretical and practical part of the LOD methodology as follows:

Ana Vuković, Gender Center FBiH, Spomenka Krunić, Gender Center of RS and Klelija Balta.

We strongly appreciate expert assessment (peer review) and contribution to the preparation of the manual provided by:

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We express our gratitude to the consultants:

Elmida Sarić, Merima Avdagić and Zlatko Sarić for their helpful advices in preparation of this document.

Technical assistance in preparing the text for publication (in alphabetical order):

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Dear reader,

A dynamic and vibrant civil society that enables voluntary and collective actions of citizens motivated by common interests, purposes and values, is an essential requirement for Bosnia and Herzegovina (BiH) to become a more resilient and cohesive nation.

Governments at all levels should strive to provide an enabling environment for civil society through necessary support and resources in order to contribute to positive social change and foster civic engagement. Civil society organizations (CSO), more than ever in BiH history, are seen as key players in the creation of a democratic society through actions that improve lives of ordinary citizens.

For the past five years, the EU-financed initiative Reinforcement of Local Democracy (LOD) has been at the forefront of our endeavors to bring together efforts of local authorities with those of civil society in order to enhance the quality of life for citizens. Throughout its three phases, the project has forged and sustained genuine partnerships with civil society actors at the local level.

Local authorities and CSOs together have utilized LOD methodology, which was developed in order to meet the needs of local governments in BiH to improve funding mechanisms, civil society engagement and public spending.

The LOD methodology aims to focus municipal spending intended for CSOs on priority needs of the community. It is based on EU best practices and takes a competitive project-based approach to public funding disbursement to CSOs. It has been developed and tested in over 40 municipalities and cities in BiH and serves as a helpful toolkit for local authorities to improve local democracy through transparency and inclusiveness in decision making.

The tools provided within this publication offer a step-by-step guide starting at problem recognition and definition, planning and execution, to monitoring and evaluation throughout the annual budgetary cycle. It will assist local self-governments to standardize their work and will serve as a tool for CSOs to be more focused on the real needs of their constituencies.

The LOD methodology is already in practice across BiH and now serves as a best practice in the country and region. Although created and tested on the local level, this methodology is fully applicable for higher levels of government.

I am confident that through such practices we will see empowered governments working collaboratively with civil society for a brighter future for BiH.

Yuri Afanasiev
Resident representative

A handwritten signature in black ink, appearing to be 'Yuri Afanasiev'.

Citizen-oriented and efficient local self-governance is important for the European Union but also for everyone in Bosnia and Herzegovina. The EU works with authorities in the country, civil society and our international partners in order to achieve that goal. One of the best examples is our LOD Project - Reinforcement of Local Democracy - which aims to establish permanent partnership between civil society organisations (CSOs) and local authorities.

After successful implementation of two phases, we decided to support the third phase of the project with two million Euro allocated in the 2011 Instrument for Pre-Accession Assistance. LOD III started in June 2012 and is implemented by the United Nations Development Programme in Bosnia and Herzegovina (UNDP BiH).

A methodology for allocation of public funds to CSOs was developed in LOD I and LOD II. It provides a transparent distribution system and efficient response to the actual needs, identified in local development plans and strategies. This will strengthen trust between local authorities and the civil society sector thus improving communication between these important pillars of any democratic society.

Also, it will ensure greater accountability of the civil society in terms of justifying expenses and providing the best value for received funding. A further important aspect of the set of instruments (project documentation for CSOs, evaluation, reporting and monitoring tools) encompassed within the LOD methodology is that, although primarily intended for the local self-governance units, it is a flexible and adjustable tool. Therefore, it can be used at other levels of authority, or in any public institution, for allocating funds to the civil society organisations. It is important to stress that LOD methodology is the first inclusive and transparent set of tools and procedures that positively influence public administration reform and strengthen the trust between citizens, civil society and local governance. Proper use of the methodology will improve the quality of services that NGOs provide to their members and citizens.

We would like to encourage organisations of civil society to specialise and professionalise their activities by adopting a longer-term planning, becoming more responsive to local needs and less dependent on the donor priorities of the day.

29 municipalities in Bosnia and Herzegovina benefited from phases one and two of the project. I am glad that eleven municipalities participate in LOD III. Bosanska Krupa, Čapljina, Kozarska Dubica, Livno, Lukavac, Ljubinje, Novi Grad, Srbač, Stari Grad Sarajevo, Teslić and Žepče joined the project which should assist them in improving contacts with civil society in their area. It should build and strengthen partnership which will enable progress and development of their communities.

All levels of government and different parts of the society have an important role to play in the European integration process. That includes local authorities as well as civil society.

I wish the best of luck to all participants in the project and look forward to seeing the results achieved.

Ambassador Peter Sorensen
Head of the Delegation of the European Union to Bosnia and Herzegovina/
EU Special Representative



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The Principle of gender equality is incorporated into the LOD methodology as one of the basic principles. In this regard, the terms used in the methodology for persons in masculine (male) gender (eg “citizen”, “mayor”, “officer”, “representative”, etc.) are neutral and apply to both men and women.

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ABBREVIATIONS

BiH	Bosnia and Herzegovina
EU	European Union
ILD	Integrated Local Development Project
IPA	Instrument for Pre-accession Assistance
LSU	Local Self-government Unit
LOD	Reinforcement of Local Democracy Project
LAG	Local Advisory Group
miPRO	Methodology for Integrated Planning of Local Development
NGO	Non-Governmental Organization
CSO	Civil Society Organization
PCM	Project Cycle Management
UNDP	United Nations Development Programme

1. INTRODUCTION

1.1 General information on the Reinforcement of Local Democracy Project – LOD Project

Allocation of public funds represents a serious task for each public administration or governing body. Proper allocation of public funds confirms the good intentions of governments for the responsible management of assets of public spending and service provided to its citizens. The goal of this methodology is the allocation of budget funds, especially funds from local self-government units' budgets, so as to allow a more useful and transparent transfer of funds to Civil Society Organizations (CSO)¹. Although this methodological approach is focused on local self-government units (LSU) in Bosnia and Herzegovina, it can also be applied to other governing bodies and different government levels.

The methodological approach for transparent allocation of funds intended for civil society organizations, has been developed based on the need for simple tools that can be used primarily by local communities for the distribution of their own budget resources, but also based on the demands of civil society organizations and their desire to have an easier and simplified access not only to financial funds from the budgets of local governments, but also to funds from various other sources.

Reinforcement of Local Democracy – LOD bases its approach on experiences from previous United Nations Development Programme (UNDP) projects, conducted in Bosnia and Herzegovina (BiH) in the field of local governance (SUTRA programme)², as well as experiences in working with over forty local self-government units, some of which already use this approach. Also, this model aims to combine the recommendations of the European Union (EU) in Project Cycle Management (PCM), as well as EU guidelines on the evaluation of the project proposals approach, and provide tools for efficient spending of public funds. One of the main goals of this approach, simply named **LOD methodology** is, to ensure quality in the process of planning and implementing projects and, uniformity in the use of tools and documentation for the successful implementation and monitoring of projects and expenditure of funds allocated for CSOs.

Reinforcement of Local Democracy Project – LOD Project is a multi-phase project financed by the European Union funds from the Instruments for Pre-Accession Assistance (IPA) in the amount of 5 million EURO³, and implemented by United Nations Development Programme in Bosnia and Herzegovina. The aim of the Project is **to contribute to democratic stabilization, conciliation and further development of Bosnia and Herzegovina** through support to selected municipalities in establishing improved local authority/civil society relations and facilitating financing mechanisms for improved service delivery.

Despite declarative political support and support from the international community, cooperation between civil society and local authorities should be further improved and refined. The obstacles to the further development of civil society and the establishment of closer links between citizens and government are, among others, limited by the capacities of local authorities and civil society organizations. There is also insufficiency in the understanding of roles and responsibilities and a **lack of transparent mechanisms for the allocation of funds to civil society organizations**.

1) In the context of this approach, civil society organizations (CSOs) are the foundations and nonprofit organizations, registered in Bosnia and Herzegovina that represent interest groups, or groups of citizens. CSOs serve the needs of the people in local communities and aim to promote and lead to positive changes in a society. They are independent organizations exempted from the political or any other influence on their activities or objectives, and are operating under laws of Bosnia and Herzegovina. CSOs cover a range of civic initiatives, activism and influence public policies, social protection, environmental activities, etc. Also, **for the purpose of this publication the terms non-governmental organization (NGO) and civil society organization (CSO) are interchangeable as previously defined.**

2) SUTRA program, in particular the third phase called PLOD (Partnership for Local Development), aimed to support local communities in Bosnia and Herzegovina in developing tools for the implementation of return and reintegration projects through joint cooperation of government, CSOs and the business sector, in order to lay solid foundation for the broad spectrum of future development activities. Importance of SUTRA program for LOD project lies with the fact that the LOD is the continuation of SUTRA program activities in establishing partnerships at the local level and strengthening local projects' effectiveness and implementation.

3) The LOD project (LOD I, LOD II and LOD III) is funded by the European Union in an amount of five million euros.

1.2 Background of the LOD methodology and general terms

Throughout the course of its implementation, LOD project has been contributing to the realization and institutionalization of cooperation between the governmental and nongovernmental sector. However, for the specific challenge and quality allocation of public funds, the project has developed the **LOD methodology** that allows for the transparent allocation of funds to CSOs and ensures the strengthening of mutual trust while maximizing the utilization of funds allotted to civil society, thus achieving the development goals of local communities. In addition to clarifying the approach's development, a closer look will be taken at the basic concepts contained herein.

LOD methodology aims to assist local governments to use public funds and public spending designed for CSOs in a manner focused on real needs.

By utilizing the project approach, local self-government units realize the goals from within their development strategies in conjunction with civil society organizations.

The project approach entails public and transparent public call for all CSOs to submit their project proposals for a given area or priority, which are then assessed by the commission and ultimately financed from the budgets of local self-government units. Transparent and competitive process of CSO projects selection contributes to providing better service and concrete results for local population.

Project is a collection of multiple activities, each of which should be well planned, organized and implemented in order to achieve the set objective and/or to meet certain needs in the local community.

Applying the LOD methodology contributes towards solving a multifaceted and extremely complex problem. The LOD methodology allows an unbiased selection of the most suitable and quality projects through the professional assessment of proposals and also through the assessment of the capacities of CSOs that want to implement this project. It allows for the implementation of projects that directly achieve defined development goals.

The civil society in BiH consists of many organizations with relatively narrow capacities, conditioned by frequent staff turnover, lack of expertise and capacity to deliver services. Also, out of the total number of formally registered NGOs, a significant percentage includes inactive organizations.

On the other hand, the lack of uniform policies and systematic approach to funding of the civil society at all levels of government, lack of procedures for funding and lack of understanding of the importance and benefits of developing this process, are just some of the major challenges placed before not only non-governmental organizations (NGOs) but also local authorities and entities.

Generally, the local self-government units tend to finance a large number of NGOs, opting for a model of small amounts, where such manner of funding is unfortunately not based on an open, competitive project approach. This type of funding limits the professionalization of CSOs and further development of the sector while also reducing confidence in the appropriateness of the allocated funds. In such an environment, distrust and the gap between the public and civil sector is growing and organizations tend to widespread their activities, directly conditioned by both foreign and domestic donors.

Why finance civil society organizations/nongovernmental sector?

Public administration maximizes collaboration with citizens by involving the civil society to solve problems that cannot be resolved by the administration's resources and capacities. In some cases, civil society organizations are more efficient

and economical in service delivery in comparison to public administration. The civil society should be a link between the government and the actual needs of the local community and as such can better serve as a corrective measure in the provision of services so as to maximize the work of administration. Thus, in the countries of the European Union, funds that are awarded to the civil society represent the investment in improving service delivery to citizens in local communities and not of “financial injection”, required for the survival of CSOs.

The mutual benefit of a partnership between local self-government units and the civil society is evident. In order to transparently, efficiently engage and to fund CSOs to mitigate and solve certain problems it is essential to ensure the entire process is carried out in a efficient and transparent manner to ensure that the most community appropriate projects are chosen without complaint or misunderstanding.

*The aim of the **LOD methodology** is to maximize the effects of the allocated funds in order to mitigate the most pressing problems in local communities. This is to be done by improving quality of the allocation of funds, as well as through outreach activities to citizens of local communities.*

What is LOD methodology?

LOD methodology entails a methodological approach for the transparent allocation of public funds intended for civil society organizations. This approach aims to combine the recommendations of the EU in the Project Cycle Management (PCM), and provide instruments for efficient spending of public funds. One of the main goals of LOD methodology is to ensure quality in the process of planning and implementing projects, and uniformity in the use of tools and documentation for the successful implementation of the CSOs projects.

LOD methodology, although intended for local self-government units, can be applied to other relevant levels of government (entity, cantonal, etc), or in other words any public institution that allocates these and similar funds. This approach uses the experiences of EU countries and represents an example of designing a grant scheme but is also a flexible tool to support development goals and implementation of public policies at the local or other levels.

LOD methodology is a guide or a set of steps that, in a simple, comprehensive and flexible manner explains step-by-step the entire process of financing, including preparation, management and implementation of the selection of CSOs project proposals that are subject to future allocation of public budgets. **LOD methodology** is based on rich experiences, lessons learned and recommendations with practical examples.

Why is systematic methodology good for local self-government units?

LOD methodology is transparent, public and an inclusive system for recognizing the needs in the community, fund allocation, expenditure monitoring and result analysis, which is developed as a methodological document to be used primarily at the level of municipal administrations. Certainly, this approach can without limitations also be utilized and adjusted to the specific demands of any other higher level of governance. The universality of the approach, the general applicability, flexibility and adaptability allows for the methodology to be easily adopted, utilized and further developed.

The application of LOD methodology minimizes the possibility of misunderstanding and distrust between the administration and the civil society, while it **builds and strengthens partnerships** that **enables sustainable progress and development of local communities**. The emphasis rests on the development of partnerships and the application of this methodology creates benefits for both sectors. Local self-government units have the opportunity to efficiently use resources, better meet the needs of citizens and enable the progress of administrative units in which they operate, as well as to optimize the process of monitoring and tracking the utilization of these resources and measure their impact on the progress of the local community.

The methodology is easy to use and adopt, it is adaptable to abilities and capacities of all stakeholders and is applicable to different types of projects, regardless whether they are financially large or small projects; projects in the area of culture, sports, social services, etc.

This approach will allow local self-government units to plan better and get better services from the civil society. Successfully selected and implemented projects also lead to the fulfillment of municipal strategies and action plans.

Why is this good for civil society organizations/nongovernmental organizations?

The application of the LOD methodology allows the civil society to professionalize and specialize its services, maintain continuity in the work and thus become stronger partner to the local self-government units. Also, civil society organizations can strengthen their capacities for transparency and become an integral part of a development-oriented environment in the community.

On the other hand, the CSOs will have the opportunity to work on solving the real needs of its citizens, and will be adequately rewarded for such services. They will have the opportunity to become partners that can show to the citizens and municipal leaders that their achievements, operational procedures and capacities are integral part of the local community and that they, through their activities, directly contribute to quality of life and community development.

These methods will allow **the non-governmental sector to further professionalize in writing and managing projects**, to have simplified and easier access to public funds, and will open opportunities to access additional external funds, such as funds of the European Union, other international development agencies and foundations, initiatives, etc. Also, utilization of this approach leads to developing a greater responsibility in building partnerships on both sides.

It is exactly this partnership that will be a crucial factor for each administrative unit in the process of Bosnia and Herzegovina's accession to the European Union, where only those areas that have the established partnerships will be able to better access EU funds. Also, only those areas that have sufficient absorptive power and quality of project management for these funds, whether the local government and/or non-governmental organizations, will maintain the pace of progress that is necessary for the membership in the European family.

The LOD methodology is rooted in the work principles of the European Union, and is built upon the experiences from a large number of public and NGO sector representatives, both in Bosnia and Herzegovina and neighboring countries, which creates an additional value in terms of strengthening capacities of CSOs to access current and future financial resources, in particular the EU funds.

Why is this good for citizens?

Local self-government units take action aimed at improving the system of services provided at the community level and enforce a more efficient spending of budgetary funds that contribute to specific and measureable results. Citizens expect their elected representatives and executive authorities to recognize their needs and solve the problems encountered at the micro locations. By applying the LOD methodology and project approach, citizens through the civil sector define priorities to which the public funds will be directed.

In contrast to the direct allocation of funds, where funds are awarded to organizations based on their personal lobbying and advocacy regardless of the priorities and needs, this project approach ensures the involvement of citizens in the process and thus directly and immediately contributing to a more efficient solution to problems. Quick and efficient problem solving in local communities ensures their rapid progress and development. It is precisely the inclusion of citizens in the process of defining priorities and problems to be solved, that demonstrates their support, contributes to achieving their satisfaction and reflects the greatest benefit for the citizens.

1.3 Principles and basis of LOD methodology

The approach advocated in the LOD methodology is simple and adaptable to conditions, territorial size of LSUs as well as the current capacity of CSOs.

Simple and sequential cyclic process, which makes the LOD methodology, is based on the elements of the PCM and consists of 10 methodological units that are assorted into five simple steps.

All steps and methodological units are based on five basic principles that are incorporated into all elements of LOD methodology: transparency, involvement (inclusiveness), expediency, continuity and universality.

Transparency is ensured through the active participation of all stakeholders in the process that begins with the existing public hearings in the preparation of local development strategies, the adoption of the budget and selection of the areas to which a public call refers, and continues with the LOD methodology. All inputs during the implementation process of public calls are available to the civil society and citizens, which simplifies the process, enables easier operations and communications, and reduces misunderstandings and complaints.

Involvement or inclusion is a key factor of methodology which aims to achieve a higher degree of confidence in the process of including all relevant parties in building the community and enabling the creation of future partnerships. The most interested party who is actively involved in the process is the civil society itself, which, acting as representative of interest groups, actively participates in the steps pertaining to the selection of priority areas (*Step 1 - Problem analysis and determining priorities*) and participation of representatives of CSOs in the projects Evaluation commission (*Step 3 - Evaluation of project proposals*).

Also, inclusion implies the willingness of local governments to allow participation of all CSOs from Bosnia and Herzegovina in the public call, under the basic condition that the projects have to be implemented in the territory of that LSU, or under other conditions specified by the LSU itself. In this manner, the quality of the project is at the forefront. This is a recommendation; the final agreement is given by executive body or Mayor.

Direct Allocation versus Project Allocation

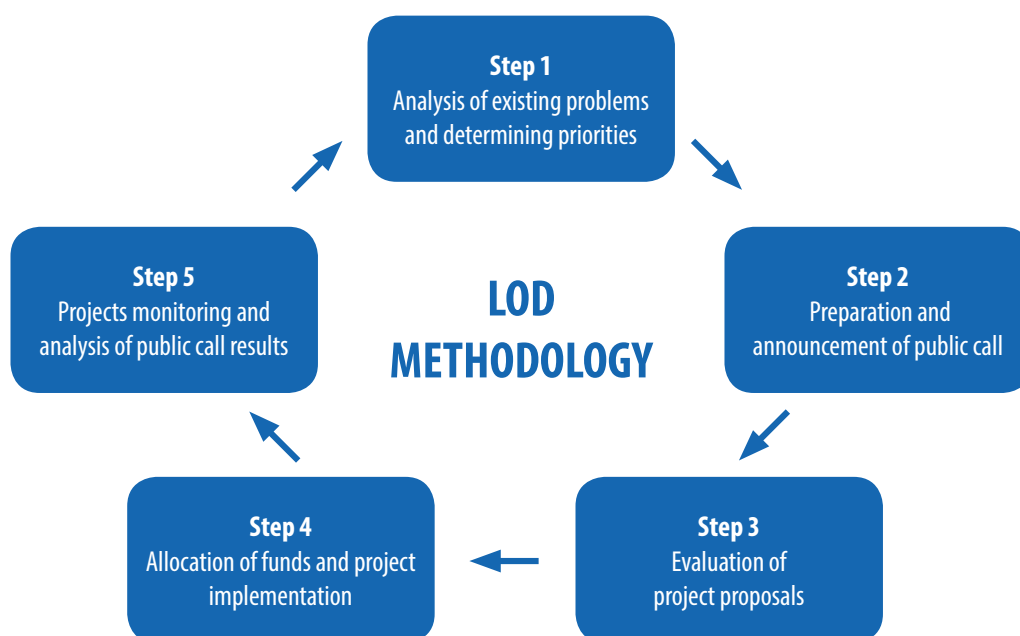
Direct allocation of public funds intended for civil society organizations is a common example in our society. This type of allocation, or direct allocation of funds to individual non-governmental organizations based only on the application or petition, makes room for mistrust or even doubt in the correctness of the decision on funding certain activities. Often in these cases, even the benefits to the local community are reduced and large number of NGOs has a distorted picture of the reasons behind funding. Thus, public funds, or utilization of public budgets, are not always focused on defined development priorities. Finally, because of such actions, large numbers of CSOs often do not see themselves as partners with government, which adds to creating unfavorable environment and deepens the aforementioned gap between these two sectors. This approach generates a large number of complaints on the work of the local self-governance units, or on the manner of resource allocation, and often further alienates local administrations and the civil sector from solving community problems. Without the project approach, *direct allocation of funds* provides a larger number of organizations with financial resources which are insufficient to create benefits for the community and usually serve to rather cover overhead expenses of the organization. This is in no interest of the citizens or the local authorities, and in the long run, is not in the interest of the CSOs themselves. This manner of spending public funds is not desirable.

The project approach to allocation of funds through a public call announcement is a longer and more comprehensive process when compared to the direct distribution, but ultimately it provides a better and more concrete result, which further **ensures greater benefits (the best value for money) for the local community**. Through the public call, or by means of the project approach, funds are awarded to CSOs in accordance with clearly defined criteria and municipal

priorities, for concrete actions which provide incomparably greater benefit for the local community.

Universality of the process is reflected in the fact that the LOD methodology is applicable in all areas and for all problems of local communities as long as CSOs can be engaged to mitigate them. Also, the principles in *Step 2 - Preparation and announcement of public calls* as well as utilized documentation have been made on the basis of the standard EU forms for awarding grants, hence the experience and skills that CSOs gain in this process are universal and can be applied to many future public calls that will be available in BiH and the European Union.

LOD methodology foresees a continuous operation, which is executed through five related steps that make a continuous circle, as presented in the picture below. This cycle is performed during one budget year, but can also in special cases be performed during a longer period.



The approach used in LOD methodology is based on the Project Cycle Management (PCM) methodology. LOD methodology therefore represents a PCM surrogate which is adjusted for use in the local self-governance units. The five steps that comprise the methodology incorporate 10 methodological units, as follows:

STEP 1: Analysis of existing problems and determining priorities

- 2.1 Analysis of the priorities in the local community and strategic development documents
- 2.2 Determining priority areas

STEP 2 Preparation and announcement of public call for civil society organizations

- 2.3 Development and preparation of a public call
- 2.4 Preparation of documents for submission of project proposals

STEP 3 Evaluation of project proposals by civil society organizations

2.5 Establishing the commission for evaluation of project proposals

2.6 Evaluation of (submitted) project proposals

STEP 4 Allocation of funds and project implementation

2.7 Reporting on project implementation

2.8 Promotion of projects, project results and financiers

STEP 5 Projects monitoring and analysis of public call

2.9 Monitoring of projects implementation

2.10 Analysis of public call and preparation of guidelines for the new public call

2. STEPS, METHODOLOGY ELEMENTS AND INSTRUCTIONS

FIRST STEP Analysis of existing problems and determining priorities

2.1 Analysis of priorities in the local community and strategic development documents

The methodology foresees the existence of defined municipal priorities based on which the public call for allocation of funds to CSOs will be formulated. The goal is to fund those CSO projects which will focus on the actual needs of the local community as identified in local development plans. The **LOD methodology** relies on the existing principles and correlates with the **Methodology for Integrated Local Development Planning - miPRO**⁴ whose final product is an integrated local strategy where social, economic, environmental and other priorities are identified and operationalized into concrete projects under the annual municipal plans. Thus developed goals and plans, with participation of all stakeholders, can serve as a basis for defining goals and areas for civil society organizations' project proposals.

Aligning priorities in local community

In order to achieve accountability to citizens and their needs, priorities and the areas included into public calls are aligned with development documents or, in exceptional cases, emergency needs of the local community.

4) . **miPRO** is the abbreviated name of the methodology made up of the first letters in BSC (**M**etodologija za **i**ntegrirano **p**laniranje **r**azvoja **o**pćina / methodology for integrated municipal development planning), with a symbolic meaning that it is *US* ("mi" in BSC), who plan in a participatory manner at the local level and who are proactive in the sense that we shape our own future. **miPRO** methodology was adopted and recommended by authorities and Associations of Cities and Municipalities of both entities as a tool for the process of integrated local development planning in BiH, and developed under the UNDP's Integrated Local Development Project (ILDP).

Link for the miPRO methodology:

http://www.ba.undp.org/content/dam/bosnia_and_herzegovina/docs/Research&Publications/Democratic%20Governance/Methodology%20for%20Integrated%20Local%20Development%20Planning%20in%20Bosnia%20and%20Herzegovina/MiPRO%20Theoretical%20Part%20English.pdf

In other words, the public call should be related to the **needs and development priorities of local communities**. Strategic municipal documents developed in a participatory manner and in close cooperation with the civil and business sector have already detected priority areas and defined plans and guidelines for work.

Implementing these guidelines and plans entails support for the LSUs to implement development strategies and improve the quality of life, and thereby enhance development and economic empowerment in their community.

It is important to stress that development strategies, including integrated development strategies, are not the only documents to be considered when determining the priority areas. Specific strategies for specific areas may be more appropriate documents for determining the areas of a concrete public call. For example, if the intention is to improve social inclusion, then the social inclusion strategy represents the most appropriate document to determine the priority areas.

Therefore, **the correct process of determining the priority areas involves a consultation with all documents relevant for the local community**. This may include already mentioned integrated development strategies, youth policies, social inclusion strategies, strategies to support the minorities, local environmental action plans and other documents relevant to the analysis of the issues that are of particular importance for the community.

This approach allows the call to adapt to the communities needs rather than the needs of active organizations, which enhances the effectiveness of public spending and municipal funds.

2.2 Determining priority areas

An analysis of aforementioned development documents and current problems in the municipality is the starting point from which to determine the number of priority areas, in accordance with available resources. It is recommended that the **number of thematic areas is not more than five or less than three**.⁵ However, the final number of thematic or priority areas, is defined by the municipal administration in dialogue with the civil sector and in accordance with the above development documents. Defining the areas is a process that starts with an analysis of documents and should include the relevant experts from the municipality.

In the process of determining the priority areas, **the first phase is the definition of the budget on the basis of previously defined priorities**, i.e. during the process of budget adoption, the basic directions for utilization of funds are determined. **The second phase is the immediate recognition of areas foreseen in strategic documents**, while **the third phase includes public consultation with representatives of all interested parties, civil society, business sector and citizens**.

Finally, this part of the process is concluded by defining concrete areas for which the call will be announced. Reports on the success of previous calls as well as previous experiences of municipal administration are also taken into consideration in order to eliminate the same or similar issues.

If the municipality has the established Local Advisory Group (LAG), it is important to consult LAG about the final formulation of each area in order to increase transparency throughout the process.

The final result of this step produces defined areas which will serve as a basis for the public call. The recommendation for the number of areas (three to five) is based on the many previous experiences from municipal public calls. The value

5) Recommended number of defined priority areas leads to project grouping and possibility of competition between projects, which will eventually lead to better project proposals and results. The final number of priority areas shall be determined by municipality in cooperation with representatives of CSOs and citizens.

of available funds that can be allocated should also be taken into account, as well as the number and capacities of civil society organizations at the local level and similar.

If a particular area/theme is too complex, it may contain sub-areas. This, however, should be applied only in strictly necessary circumstances so as to avoid any additional complexities of the process.

SECOND STEP Preparation and announcement of public call to civil society organizations

2.3 Development and preparation of a public call for civil society organizations

Activities conducted within the framework of public calls have to be based on the principles of competitiveness, transparency and gender equality. These activities should also be in accordance with relevant regulations and laws on public procurement.

Set of documents used for announcement of a public call for civil society organizations, contains the following:

1) Newspaper advertisement template

The design and content of the advertisement should remain within the norms of a standard advertisement the municipality usually publishes, while the text of the advertisement should contain all the essential information. **The typical size of the advertisement** for public call is a vertical quarter of a page (1/4) of the standard newspaper format, with dimensions 12x17.3 cm. Choice of media is optional and should be in line with standard practices of the municipality. A recommendation is that the advertisement should formally invite all registered CSOs from Bosnia and Herzegovina. This will open the possibility of including a large number of organizations which will improve the quality of proposed projects.

In order to ensure the transparency of the call at the state level, and the aspiration for the advertisement to be seen by as many CSOs as possible, it is recommended to publish the advertisement in at least one of the most circulated media used in the entity where the municipality is located. The municipality will also publish the advertisement and all additional documentation on the official municipal web site, as well as on the municipal bulletin board.

Using this manner of information dissemination awareness on the public call will reach a large number of CSOs and citizens, providing greater opportunities for better quality projects. *Template of the newspaper advertisement can be found in Annex 1.*

2) Instructions for the announcement of public calls

The duration of the public call usually depends on the nature of the call and municipal practices - whether only one public call is announced for all organizations or the public call is announced in accordance with areas of expertise, thematic areas or similar. It is also important to leave enough time for preparation of good project proposals.

The recommended rational duration of a public call is a minimum of three weeks. This time period is sufficient to ensure that CSOs are aware of the call, can clarify eventual uncertainties with the organizers of the public call and submit their project proposals.

Municipalities will determine the exact date of announcement and duration of the public call. Experience shows that it is more efficient to have one public call for all CSOs, which is also recommended by this methodology. This manner of announcing one public call covering more priority areas or sub-areas aids in reducing the workload of municipal administration as well as administrative costs (costs of advertising, printing, meeting room costs, time spent on consultation among municipal officials and heads of departments, the responses to potential applicants and similar). However, adapting this approach to the specifics of the local community is possible and easy. *Instructions for public call announcement are in Annex 2.*

3) Forms for registration of issued and received documentation

Issuance of documentation for project proposals falls under the responsibility of the municipality. Supporting documentation is issued in electronic form (CD or USB stick) and also has to be available for download from the municipal web site. The last approach is the least complicated and most efficient as it is free; does not carry any costs (paper, copying, etc) or create an unnecessary workload for municipal employees as the entire process can be done by the CSOs. The direct issuance of tender documentation is free of charge. It is necessary to ensure registration of issued tender documentation, in accordance with mandatory laws as well as regulations of the municipal protocol. This is done in cases where organizations do not have the capacity to access the internet.

Each issuance of documentation must be recorded through formal protocol channels and within a special form, which will be an integral part of the public call archives. In this way, municipalities also have preliminary information on the interest for the public call, which allows more efficient planning of the next steps in the process.

Likewise, during the receipt of documentation, it is necessary to keep a record of all the received project proposals in the same manner as when registering issued documentation. *Forms for registration of issued and received documentation are located in Annexes 3 and 4.*

4) Confirmation of Receipt

The Receipt of project proposals is made in line with the municipal protocol office, or in other location as defined by the organizer of the public call. When submitting a project proposal, each applicant receives a *receipt* that contains the basic information of the applicant, the date and the time of receipt. *Confirmation of receipt form is in Annex 5.*

2.4 Preparation of documents for submission of project proposals (application set for nongovernmental/civil society organizations)

The municipality is to provide access to the set of documents for submission of proposals to all interested civil society organizations that wish to apply to a public call for CSOs.

The set of documents for project proposals, or in short the Application set, is to include the following documents: **1) Guidelines for applicants and selection criteria, 2) Project proposal, 3) Budget breakdown and expenditure plans, 4) Logical framework, 5) Activity and visibility plan, 6) Administrative identification form, 7) Financial identification form, 8) Eligibility statement and 9) Check list.**

This set of documents, or the Application set, does not change and represents a standard set for submission of project proposals under each of public calls for nongovernmental organizations. Only the document **1) Guidelines for applicants and selection criteria**, is subject to change in accordance with demands and needs of a public call.

1) Guidelines for applicants and selection criteria

Guidelines for applicants and selection criteria contains a detailed explanation of the goals of the public call, the importance of the public call in the context of development priorities of local self-government unit and the expected results. Guidelines for applicants and selection criteria also **include instructions and guidelines on completing application documents**, i.e. documents relevant for the CSOs, as well as information on priority areas, duration of public call, time available for project implementation and etc.

In addition, a review of the criteria that needs to be fulfilled, and also an example evaluation table based on which the projects will be evaluated, are an integral part of this document. Guidelines have their own structure and elements, but can be adapted to the selected priorities, time of publication, and similar. Before announcing any public call, the guidelines are adapted and must be formally approved for publication.

2) Project Proposal

The Project Proposal is the fundamental document of the application that the CSO has to complete. It contains a detailed description of the project, the methods for mitigating the project problems, information about the applicant's organization and so forth. Proposed projects have to represent integrated, methodological set of activities, designed to achieve specific goals and specific results within a limited timeframe. The general work plan of the organization/applicant or its partners does not represent a project. Projects should be created as a response to the specific needs of local communities and target groups that the project identifies. Proposed projects cannot represent a regular activity of the organization but should be consistent with the mission and the fields of action defined by the statute of the organization. In addition, project proposals must be in line with one or more thematic areas listed in the public call.

3) Budget Breakdown and Expenditure Plan

The Budget Breakdown is a translation of the project into monetary values. It contains all expenses that the CSO expects to incur during the project's implementation. The Budget Breakdown should correlate with the description of the proposed project and the budget items should follow a logical sequence of work, methods and activities. **It is necessary for budget items to be as accurate as possible and based on exact costs rather than on approximate values.** It is also desirable to specify the (possible) sources of funding from other donors. It is expected that the amounts in the budget are planned as precisely as possible. The project proposal is to provide additional clarification of budget items listed in the form of a budget breakdown. All items must be clearly and briefly described with defined measurement units, the number of units and cost per each unit, where their product gives the total value of each budget item.

The table overview of expenditures per each month of the project is a spending plan and is presented in the same form as the budget breakdown (on the right side of the budget table).

The presentation of the budget breakdown should provide a perspective on the dynamics of funds that are available during project implementation in order for them to align with the individual tranche payments to the CSO.

It is important to mention that the project proposal also contains a section regarding the budget that should not be confused with the budget breakdown form. This section is for a narrative and detailed description of budget items that are contained in budget breakdown.

4) Logical Framework

The Logical Framework provides a systematic and logical definition of project/program goals and the relations amongst them. The Logical Framework serves to ensure that the set targets are achievable or/are achieved, and to identify those assumptions that may affect the success of the project/program outside of the project framework. The Logical Framework consists of the following four levels: the level of activity, the level of results, the level of specific objectives and the level of the overall goals. In addition, the Logical Framework presents the necessary resources, prerequisites and assumptions. It is a tool for project applicants to plan the project. By using the Logical Framework it is possible to assess the consistency of the project proposal, one of the most important steps in the evaluation of project proposals. During the phase of implementation this document is essential to the proper monitoring of the project.

5) Activity and Visibility Plan

The Activity and Visibility plan includes a table overview of desired activities duration, distributed in regular intervals, usually monthly. It also includes an overview of the main promotional/visibility activities, such as final conference, awarding of certificates and similar. With this plan it is possible to estimate the time course of the project, the links between activities, and to identify key moments in the course of project implementation. This document is also vital for project implementation monitoring.

6) Administrative Identification Form

By completing the Administrative Identification form, the applicant provides basic administrative information on the organization such as the office address, registered name, the name of the responsible person, CVs of key project staff, and so forth. This form is used to determine the identity of the applicant.

7) Financial Identification Form

The Financial Identification form includes basic financial information on the applicant organization. This form concerns bank information such as the bank account number, account holder name, bank name, and so forth. The information provided from this form serves to prepare the necessary elements for the transfer of funds to the organization whose project is selected for funding.

8) Eligibility Statement

By signing the eligibility statement, the applicant confirms under material liability the accuracy of information contained within the application.

9) Checklist

The Checklist is a simple tool that applicants complete at the end of the proposal preparation process to serve as an additional control mechanism. In other words, the applicant uses a checklist to determine whether all required documents are included in the Application set. Although simple, this is a key tool for all project applicants (CSOs) because of the large number of organizations that submit incomplete applications and thus do not meet the necessary technical criteria.

10) Additional Documentation

In addition to submitting the above forms, information from the project application needs to be validated through additional documents. The most important documents used for this purpose are: the organization's statute, registration documents, statistical number, balance sheet and income statement for the previous period and narrative and financial reports, also from the previous period. These documents are the basis for evaluation and assessment of the organization's capacities. The municipality can expand the list of additional documentation in accordance with the specifics of the announced public call. Also, if a CSO applies in partnership with another organization or institution it is essential to present a signed partnership statement. There is no particular partnership statement form to be used, but it should contain several elements: the text of the partnership statement, signature and stamp of responsible persons of all partners.

Examples of documentation listed under above sections 1 to 9 can be found in Annexes 6 to 14.

THIRD STEP Evaluation of project proposals by civil society organizations

2.5 Establishing the Commission for the Evaluation of Projects by Civil Society Organizations

The Commission for the Evaluation of Project Proposals submitted by CSOs (Evaluation commission) has the task of recommending funding to the best projects submitted as an answer to the municipal public call. The task of the municipality is to ensure that the process of evaluating proposals is conducted in a transparent and inclusive manner.

Transparency means that the projects are evaluated in accordance with predefined criteria and priority areas and that the information on the entire process is at all times available to general public. Inclusiveness implies greater participation of CSOs and all stakeholders in the decision making process. An inclusive approach increases the understanding and monitoring of the evaluation process, thus sharing accountability with all stakeholders in the local community or society.

How to form the Evaluation Commission

The Evaluation Commission for project proposals is the body, established by the local self-government unit, which conducts evaluation of proposed projects in accordance with the public call criteria. The work of the Evaluation Commission should be directly in line with the rules of public calls, and clearly defined criteria for evaluating the proposals. The Evaluation Commission should consist of an odd number of members, commonly five. Odd number of members or a commission of five members is most convenient for the objective decision making while also allowing inclusion of all interested parties in the process. With a smaller number of members, the objectivity would be reduced, while the larger number of members would reduce effectiveness of the commission. The Evaluation Commission is formed by the LSU, and its work is formalized by a decision from the executive body, usually by the municipal Mayor.

Who comprises the Evaluation Commission

The Evaluation Commission consists of persons that possess the necessary knowledge in the field for which the funds are awarded, but also the necessary skills and knowledge in Project Cycle Management. Members of the Evaluation Commission are appointed by the Mayor or Municipal Council. **Representatives of all interested parties**, to the extent allowed by limitations in number of members, **should be included in the composition of the Evaluation Commission**. This is important to ensure the objectivity and transparency of the evaluation process. Composition of the commission should respect the principles of gender equality in accordance with the BiH Law on Gender Equality.

Municipal representatives of the commission are representatives of departments for cooperation with CSOs and heads of departments whose work is directly related to the public call.

Representatives of civil society should be generally accepted activists with a good reputation in the local community that have the ability to conduct an impartial evaluation. These members of the commission are elected by the CSOs in a transparent and inclusive manner.

Selection of Civil Society Organizations representatives

Selection of CSO representatives is done transparently and in consultation with all CSOs working in the territory of the LSU. Representatives of civil society organizations are elected in a democratic manner, by consulting the majority of civil society organizations within the municipality. It is not necessary to repeat the selection process if there is a previously appointed representative of the civil society in the commission for the selection of projects in the municipality. Municipality supports the democratic process of electing representatives of CSOs.

This includes a public invitation to all civil society organizations to nominate their representatives and to organize, on a pre-determined date, the election of a representative and one alternate representative by public or secret vote. The municipality fully supports this process, keeps all relevant documentation, and provides adequate space for the meeting (municipal hall or similar) if necessary.

It is essential that at **least one member of the Evaluation commission is the representative of the civil society.**

Avoiding conflicts of interest of CSO representatives in the work of the Evaluation Commission

Civil society representative in the Evaluation Commission must have an alternate representative. The purpose of an alternate representative is to participate in the evaluation of those projects that are developed by the regular CSO representative in the commission. For example, if a civil society organization applied to the public call and if a member of that organization is at the same time a member of the Evaluation Commission, that project proposal will be evaluated by the alternate representative to avoid a conflict of interest. In all other cases, an evaluation commission member who has a conflict of interest is exempt from the evaluation of that particular project proposal. At the beginning of the commission's work, each member signs a declaration of impartiality and confidentiality, stating that he/she will report all possible conflicts of interest during the evaluation of proposals. *Example of the Impartiality and confidentiality statement is found in Annex 15.*

Evaluation Commission Meetings Minutes

It is also necessary that the municipality appoints a person to keep a record of the process in the form of minutes. Minutes from the commissions meeting can also be made by the President of the Evaluation commission. More details on this are found in the section 2.6.4.

Annexes 16 and 17 respectively contain the examples of the Minutes of the local self-government unit's meeting on the selection of Evaluation commission members and the Decision on establishment of the Evaluation commission for CSO project proposals.

2.6 Evaluation of submitted CSO project proposals

By definition, *evaluation of projects is a process in which project proposals are evaluated objectively and impartially in accordance with predefined criteria and scoring system.* Compliance with the criteria for evaluation of project proposals is determined through sub-criteria which are usually in the form of questions. Each question or sub-criteria carries a certain number of points, which ultimately makes the overall sum of compliance with each criterion, and the sum of all points, received for each criterion is the final result of evaluation.

It is important that all members of the Evaluation commission are familiar with the rules of the evaluation before the process starts, so as to have equal standards in the process. Also, members of the Evaluation commission need to understand the principles of the evaluation process before they engage in this activity in order to avoid misunderstandings and efficiently carry out the process.

1) Guidelines for the work of the Evaluation Commission

These guidelines are designed as a simplified manual that present basic instructions on and the rules of the evaluation process and selection of best project proposals. *Guidelines for the Evaluation commission are in Annex 18.*

2) Individual Project Evaluation Form

The Individual Project Evaluation Form comprises of a table where each member of the Evaluation Commission independently and separately enters its score for each proposal submitted by CSOs. *An example of the Individual project evaluation form is attached as Annex 19.*

3) Summary Project Evaluation Form

The Summary Project Evaluation form is used to sum-up all individual scores of the members of the Commission. Summary scores of all evaluation criteria are represented in the form of a joint average of all individual scores. This form is then used at the end of the evaluation process to present the final result of all evaluated projects. *An example of the Summary project evaluation form is attached in Annex 20.*

4) Evaluation Commission Minutes

Minutes of the Evaluation Commission are completed on site and contain general remarks on each of the evaluated projects. The minutes also contain the final ranking of the most successful projects, their scores and any additional comments. Minutes also include information on eventual disqualified proposals together with the reasons for such a decision. Minutes must contain any additional observations as well as possible comments and/or objections made by the commission members. Minutes are signed by each member of the commission. *An example of the Evaluation commission minutes is attached in Annex 21.*

5) Announcement of results

Upon completion of the process, the final results of the evaluation are published on the municipal web site or through other public channels used by the municipality. For this purpose the municipality will prepare a tabular overview of all applicants and their total scores achieved, without displaying the individual scores given by the commission members. Announcement of results of the public call ensures transparency and provides feedback to the CSOs on the quality of submitted proposals. *Ranking list table template can be found in Annex 22.*

6) Appeals

Civil society organizations that participated in the public call have the right to appeal to the results within the deadline regulated by relevant legislations. Representatives of the Evaluation Commission or other relevant municipal bodies should take into consideration all received complaints and reply in writing to the CSOs in question.

7) Signing funding contracts with CSOs

Signing contracts with CSOs is done upon the completion of the selection process and in accordance with the municipal work plan. Signing contracts for funding of the CSOs' projects represents an excellent opportunity to promote the work and cooperation between the municipal authorities and civil society. It is desirable to invite media representatives so that citizens and the general public are familiarized with the work of municipal bodies, their commitment to better co-operation with CSOs and the funding of projects directly related to defined development objectives of the municipality.

FOURTH STEP Allocation of Funds and Project Implementation

2.7 Reporting on Project Implementation

Reporting is an important part of the process through which civil society organizations ensure that municipalities, as well as possible donors, obtain accurate and timely information on the project implementation progress. Timely and quality reporting ensures the proper flow of information between the funds users and the municipality. The reports prepared and submitted by civil society organizations determine the level of met objectives that contribute to the resolution of municipal priorities.

1) Periodic Progress Reporting Guidelines

The Guidelines for Periodic Progress Reporting are prepared for the civil society organizations to implement their projects in municipalities with the purpose of explaining the process, mode, and dynamics of reporting to municipalities. The procedure described in these guidelines serves to clarify reporting procedures during and after the implementation of the project. *Guidelines for periodic progress reporting are attached in Annex 23.*

2) Periodic Narrative Report

The Narrative Report is a descriptive reporting on the project implementation progress in accordance with the contract signed with the municipality. Narrative reporting is carried out within the framework of the results stated in the contract, and is based on activities from the activity plan. Reporting should be related to the results from the logical framework and activity plan, which form an integral part of the proposal, and the level of their achievement. *Example of narrative report form is in Annex 24.*

3) Periodic Financial Report

The Periodic Financial Report or expenditures of the contractor (CSO) should be in line with the level of results' implementation and based on the budget specified in the contract. Periodic financial report shows the costs incurred during the reporting period and has to be in line with the Narrative Report. **Narrative and Financial reports for any reporting period are submitted jointly.** In order to prepare the financial report, two additional columns (*spent* and *balance*) are inserted on the right side of the original form of the budget table. All the costs incurred during the reporting period are entered in the column *spent*, and the *balance* column represents the difference between the original value of each budget item and its expenditures during the reporting period. In this sense, the form itself depends on the content of the prepared budget breakdown which has been approved during the project evaluation process. *Example form of periodic financial report can be found in Annex 25.*

4) Final Narrative Report

The Final Narrative Report through detailed project results, and effect on direct beneficiaries to the entire local community, will confirm that the project implementation resolved pertinent issues. The results achieved are analyzed in comparison with the results proposed in the project proposal and the progress per each individual goal or result is recorded. *The final narrative report form is enclosed in Annex 26.*

5) Final Financial Report

The Final Financial Report shows the final and total spending of the organization during the project implementation. The format of this report is identical to the form of the Periodic Financial Report, except for that it contains the final expenditure. *Example form of the final financial report is enclosed in Annex 27.*

2.8 Promotion of projects, project results and financiers

Promotional activities are regular activities in the project management. By promoting their activities, the CSOs that implement projects will achieve better visibility of their results - greater visibility in the community - while at the same time increase their competitiveness among potential donors. Also, local self-government units as financiers should be recognized through their role as partners to CSOs, and this must be thoroughly communicated to citizens. Any promotional activities of civil society organizations that implement projects financed by local governments and/or by other donors must be clearly and accurately defined within predefined parameters.

FIFTH STEP Projects monitoring and analysis of public call results

2.9 Monitoring of Project Implementation

Monitoring the implementation of a project is the verification process that ensures that the project is being implemented in accordance with the plan and is in order to meet the planned objectives. Project monitoring is an integral part of daily project management and provides information based on which management can therefore identify and solve problems that arise during implementation, and thus achieve progress. Monitoring is based on information obtained through progress reports (including financial reports) prepared by CSOs and other information obtained at the request of the municipality and through **field visits**.

Field visits are necessary to further verify the financial and technical progress and compare the actual situation with that reported, as well as to ensure the physical evidence of the project implementation progress. Telephone communication to exchange information are also a common way of monitoring project implementation; however these cannot replace field visits.

1) Establishing the Monitoring Commission

The Monitoring Commission is appointed by the municipal mayor. The Commission consists of employees with the necessary knowledge in the field of Project Cycle Management (PCM), and at least one representative from the department responsible for CSOs and one employee with a financial background. The municipality may also invite one CSO representative to be part of project monitoring team. It is recommended that the Monitoring Commission includes more members, or members with deputies (member and deputy should be of different sex), in order to ensure expediency and continuity in some specific cases i.e., if one member is unexpectedly unable to perform the duties. The composition of the Commission should respect the principles of gender equality / equal representation.

It is recommended to define the monitoring of CSO projects as a regular task within job descriptions of certain positions in the internal job classification and to have a permanent Monitoring Commission. In this manner, the duties and responsibilities with regards to monitoring of CSO projects implementation are permanently defined as part of regular activities. At the beginning it is not strictly necessary to apply this approach, but it should be a part of the long-term municipal strategy.

2) Project Implementation Monitoring Guidelines

The procedures described in the Project Implementation Monitoring Guidelines are designed to provide a framework and a principle of monitoring that aims to provide accurate and appropriate information on the level of the CSOs project implementation progress. The guidelines describe in detail all the steps to be taken during monitoring of project implementation. *The Guidelines can be found in Annex 28.*

3) Monitoring Reports

Project Monitoring Reports should include all necessary information on project progress, project achievements, the compatibility of activities and expenditures, potential difficulties, and so forth. A key segment of the report is the recommendation/s, or conclusion/s of the monitoring team/commission on implementation of activities. *The Monitoring report form and the Final report on CSOs results and activities forms are enclosed as Annexes 29 and 30.*

2.10 Performance analysis of public call results and preparation of guidelines for the new public call

The performance analysis of public call is prepared by municipal officials as a necessary element that precedes the next public call or the *Step 1* of the next public call. The analysis allows for the identification of success factors from the previous public call, and for the application of lessons learned and experiences from previous public calls to be applied into the upcoming activities of the municipality.

Public call performance analysis needs to contain following elements:

- General information on the public call, including the amount of funds that have been distributed or allocated and the amounts realized;
- Information on the number of issued documents, the number of received applications and a description of the main deficiencies or qualities of the received CSO project proposals;
- Information on the major achievements and benefits of projects and their concrete contribution to solving the local community problem behind the public call;
- Recommendation to re-announce the public call or recommendation to direct resources in other areas defined in the strategic documents.

There is no specific format for this analysis which should be developed to suit the needs of the municipal administration. It should serve to inform citizens of the public call end-results and represents a tool for monitoring the implementation of municipal annual plans, i.e. the development priorities that local authorities place before themselves. Finally, this document is the basis for budgeting and defining priorities for the next call, in accordance with the cyclic nature of the methodology.

Performance analysis provides excellent feedback to the Mayor and the Municipal Assembly on the impact of disbursed municipal funds and the performed activities within the framework of public call for CSOs. This relevant information should be shared not only within the municipality, but also with the citizens and through various media.

3. OVERVIEW OF TIMING REQUIREMENTS FOR METHODOLOGY

	MONTHS											
	1	2	3	4	5	6	7	8	9	10	11	12
STEP 1. Analysis of existing problems and determining priorities	Participation of all stakeholders during preparation of public call											
STEP 2. Preparation and announcement of a public call for civil society organizations			One workweek for announcement preparation and four weeks for duration of the public call									
STEP 3. Evaluation of the civil society organizations' project proposals				One or more workdays for evaluation and preparation of the decision on awards								
STEP 4. Allocation of funds and project implementation					Engagement of municipal officials on project implementation monitoring and regular reporting (depending on project duration)							
STEP 5. Projects mentoring and analysis of public call										Periodical field visits and analysis of public call results conducted during budget planning phase		

4. ANNEXES

(supporting documents)

ANNEX 1. NEWSPAPER ADVERTISEMENT TEMPLATE



Municipality logo

MUNICIPALITY _____ ANNOUNCES:

**PUBLIC CALL FOR CIVIL SOCIETY ORGANIZATIONS/NONGOVERNMENTAL ORGANIZATIONS
FOR SUBMISSION OF PROJECT PROPOSALS WITHIN XXXXX (HERE YOU CAN ADD THE BUDGET LINE, FUND
OR SIMILAR FROM WHICH THE RESOURCES WILL BE ALLOCATED)**

Municipality **XXXX** invites all civil society organizations (CSOs) / nongovernmental organizations (NGOs) in Bosnia and Herzegovina to submit project proposals that are consistent with the development objectives of the municipality XXX, and are addressing following priority areas:

1. _____
2. _____
3. _____
4. _____
5. _____

The amount of funds for approved projects will range from _____ KM to _____ KM (Convertible Marks). The municipality reserves the right not to award all available funds in the event that project proposals do not meet the given criteria. Duration of each project can be from X to X months. The selected projects are to be implemented from the period of month/20__ to month/20__.

ELIGIBILITY:

Participation in this public call is open, on an equal basis, to all formally registered CSOs and NGO (association/ organization or foundation) in accordance with applicable laws and regulations of Bosnia and Herzegovina. **All interested civil society organizations can find detailed information on the conditions for applying and the criteria for funding of projects in the Guidelines for applicants, which is an integral part of the public call documentation.**

DOCUMENTATION:

Application documentation for the municipality XXXXX public call will be available from **day/month/20__**, by the means of sending an email request to xxxxx@municipality.ba, quoting the name of interested organization, or in person in the **office, address, zip code, and city**. All necessary information and an electronic version of the entire application package can also be found at the official municipal website. Queries related to the public calls can be placed via e-mail address xxxxx@municipality.ba, referencing the public call. Queries can be submitted by **day/month/20__**, and the answers will be provided in writing within 3 working days from the date of receiving respective queries. For transparency purposes, the answers will also be forwarded to all potential applicants or will be published to the municipal web site.

SUBMMITING APPLICATIONS:

Completed applications (with all required documentation completed) must be submitted **in three (3) copies, one printed form and one electronic copy (CD or USB stick)**, in a sealed envelope referencing the public call, by registered mail or in person, during working days (Monday - Friday), from 08: 00 to 15:00 hours to the following address: Municipality of XXXX, office, address, zip code, city. The electronic copy as a minimum must contain mandatory project documentation (project proposal, budget breakdown, logical framework and activity and visibility plan).

Deadline for submission of applications is __/__/20__, at 15:00 hours. Applications submitted after this deadline will be considered only if the postmark indicates a date of dispatch before the official deadline. The outside of the envelope must contain the name of the call for submission of proposals, the full name and address of the applicant, the full name of the project and inscription **"Do not open before the official opening."** The Form for registration of received documentation will be issued by the municipal officer. All applicants that have submitted proposals, regardless of whether they are accepted or rejected, will be notified in writing on the decision in relation to their proposed project, within 30 days of the public call closure. The results will be published at the municipal website and the municipal bulletin board.

ANNEX 2. INSTRUCTIONS FOR PUBLIC CALLS



INSTRUCTION FOR MANAGING PUBLIC CALL ANNOUNCEMENTS FOR CIVIL SOCIETY ORGANIZATIONS (CSO)

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



The purpose of these simple instructions for managing public call announcements is to provide uniform access and visibility of public calls that municipalities announce for CSOs under LOD methodology. In accordance with above, the below standards have to be followed:

- 1. Responsibility for the publication of the advertisement (public call for CSOs) lies on the municipality.** This includes all implied activities and financial obligations.
- 2. Design and content** of an advertisement is prepared by the municipality in accordance with priority areas and based on the newspaper advertisement template. The goal is to unify design and content of all public calls for CSOs.
- 3. The size of newspaper advertisements** is to be vertical and a quarter page (1/4) of the standard newspaper format, with dimensions 12x17.3 cm.
- 4. The choice of media** is left to the municipality and should be in line with standard practices. In order to ensure transparency of the call at the BH level, it is necessary to publish the advertisement in at least one of the most circulated media outlets used in the entity where the municipality is located. The municipality shall also publish the call and any accompanying documentation on its official website, if existent.
- 5. The duration of public call** should not be less than **four weeks**.
- 6. Issuing documentation for project proposals is at the responsibility of the municipality,** in accordance with the instructions and documentation that has been developed in this methodology. Supporting documentation shall be issued in electronic format (on CD or USB stick) or downloaded from the official municipal website. Direct issuance of tender documentation is free of charge and it is necessary to ensure the proper recording of the Tender documentation (see Annex 1). In accordance with the mandatory laws as well as regulations of the municipal protocol, the record will be kept on all issued tender documents.
- 7. Receipt of project proposals** will be made in the municipal protocol office. It is necessary to keep a good record of received project proposals (see Annex 2) and issue a receipt (see Annex 3).

After the closure of the public call, the municipality is obliged to archive all documents related to that public call.

ANNEXES

ANNEX 1

Forms for registration of issued documentation

ANNEX 2

Forms for registration of received documentation

ANNEX 3

Confirmation of receipt form

ANNEX 3. FORM FOR REGISTRATION OF ISSUED DOCUMENTATION



FULL TITLE OF THE PUBLIC CALL

REGISTRATION OF ISSUED PROJECT DOCUMENTS

Launching date of the public call ____/____/20____. Closing date of the call ____/____/20____.

[illegible]

Page concluded with entry no. _____. Transfer to the next page yes/no.

(stamp) Signature

ANNEX 4. FORM FOR REGISTRATION OF RECEIVED DOCUMENTATION



FULL TITLE OF THE PUBLIC CALL

REGISTRATION OF RECEIVED PROJECT DOCUMENTS

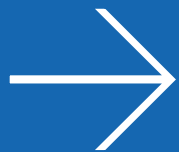
Launching date of the public call ____/____/20____. Closing date of the call ____/____/20____.

[illegible]

Page concluded with entry no. _____. Transfer to the next page yes/no.

Signature
(stamp)

ANNEX 5. CONFIRMATION OF RECEIPT FORM



Municipality logo

RECEIPT

of project documentation in accordance with the Public call for Civil Society Organisations (CSOs)

(full title of the call) submitted by the organisation _____ on ____/____/20__.

(Stamp)

received by: _____

Municipality logo

RECEIPT

of project documentation in accordance with the Public call for Civil Society Organisations (CSOs)

(full title of the call) submitted by the organisation _____ on ____/____/20__.

(Stamp)

received by: _____

Municipality logo

RECEIPT

of project documentation in accordance with the Public call for Civil Society Organisations (CSOs)

(full title of the call) submitted by the organisation _____ on ____/____/20__.

(Stamp)

received by: _____

Municipality logo

RECEIPT

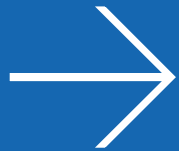
of project documentation in accordance with the Public call for Civil Society Organisations (CSOs)

(full title of the call) submitted by the organisation _____ on ____/____/20__.

(Stamp)

received by: _____

ANNEX 6. GUIDELINES FOR APPLICANTS



Municipal logo

Guidelines for Applicants – Civil Society Organizations (CSOs) within the Framework of the Public Call for Project Proposals for the Municipality XXX

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



The goal of these guidelines is to provide clear and concise instructions to all potential applicants and interested subjects of the process of submitting project proposals in line with the framework of the public call for non-governmental organizations/civil society organizations.

1. Overall objective of the public call for project proposals and municipal priorities

The objective of submitting a project proposal in the public call is to aid in the strengthening of partnerships between CSO's and the local authorities through building awareness on the benefits of cooperation and encouraging a sustainable platform for dialogue in order to provide better services to the local community.

This is an opportunity to invite civil society organizations (CSOs)/non-governmental organizations (NGOs) from Bosnia and Herzegovina to submit project proposals related to development goals of the Municipality xxx. Priority areas in the Municipality xxx:

1. _____ xxx;

Funds will be allocated to those civil society organizations whose projects contribute to resolving one or more priorities and meet quality criteria and other conditions.

2. Funds (grants) available for projects

Projects eligible for this public call are those whose requested budgets are between 10,000 BAM and 70,000 BAM. The project implementer reserves the right not to allocate all available funds.

The value of grants allocated within this public call must be between the following minimum and maximum amounts:

- minimum amount: 10,000.00 BAM
- maximum amount: 70,000.00 BAM

Interested CSOs may co-fund their projects or secure a part of the funds from other donors. Grants allocated within this public call may finance administrative costs and staff costs to a maximum of 20% of the requested amount. The remaining 80% of the funds should be foreseen for the programming activities of the project.

3. General information on the call for project proposals

Project documentation must contain the following:

- Project proposal (Word format, Annex 1),
- Budget breakdown (Excel format - Annex 2),
- Logical framework matrix (Word format – Annex 3),
- Activity and visibility plan (Excel format – Annex 4),

Additional documentation is a very important part of the project and should be submitted in its entirety in order for the project proposal to be evaluated. Additional documentation must contain the following:

- Copy of a valid certificate of registration of an organization in BiH (for the project owner/ applicant and project partners, if any),
- Copy of organization's statute (applicant and partners),
- Completed Administrative identification form (Word format – Annex 5),
- Completed Financial identification form (Excel format – Annex 6),
- Completed and signed Eligibility statement (Word format – Annex 7),
- Copy of the final annual financial report for the previous year (balance sheet and income statement) certified by a responsible agency for financial operations and licensed and authorized accountant, unless the organization is established in the current year,
- Copy of the organization's annual narrative report for the previous year, unless the organization is established in the current year, and
- Completed Check list (Word format – Annex 8).

In the case of project approval, the original documents will be requested.

4. Who may apply?

Participating in this public call is open to all on an equal basis, for CSOs and NGOs (associations or foundations) formally registered in Bosnia and Herzegovina and in accordance with the valid legal regulations.

In order to apply to the public call, the applicants must:

- Be a legal non-profitable entity registered in BiH, in accordance with valid legal regulations (association or foundation).

Potential applicants may not participate in the call or will not receive grants unless they submit the signed Eligibility statement (Annex 7) with the project proposal.

Applicants will be excluded from participation in the call or from the allocation of grants if, at the time of submission of project proposals:

- (a) they are subject to a conflict of interest;
- (b) they are guilty of providing false information to an authorized contractual party, which are required as a precondition for participation in the call for submission of project proposals or if they fail to submit the required information;
- (c) they tried to obtain confidential information, exert influence over the Evaluation commission or authorized contractual party during project proposals evaluation process.

5. Partnerships and partner eligibility

Applicants may apply individually or as a consortium with other organizations and/or institutions.

Partner organizations and/or institutions

Project partners can be: other non-governmental organizations and local authorities. Applicants' partners take part in project design and implementation, and the costs they incur will fall under the same rules as those incurred by the applicants themselves, meaning that partner organizations must meet the same eligibility conditions as the applicants. If applying in partnership, the „Applicant“ will be the leading organization and if selected, as the contractual party („Beneficiary“) it will assume all legal and financial liability for project completion. The Partnership statement must be completed correctly and submitted together with the application.

Collaborators

Other organizations and/or institutions may be involved in the project. Such organizations – collaborators have an actual role in the implementation of activities but cannot receive grants.

6. Priority areas

In order for projects to be eligible for this call they must be in accordance with the development goals and strategies of the Municipality XXXXX. The priority areas within the LOD approach are poverty reduction, social inclusion, gender equality and women's empowerment, human rights, environment and youth with a special emphasis on the rights of minority groups.

The project must include one or more priority areas defined for the Municipality XXXXX:

1. XXXXXX

7. Duration

The duration of the projects can be between and months, and the projects must be implemented during the period between dd/mm/yyyy and dd/mm/yyyy.

8. Locations

The projects must be implemented exclusively on the territory of the Municipality XXXXX.

9. Types of projects

The projects to be funded have to be prepared in accordance with the public call and the municipal priorities contained therein. Project proposals have to clearly meet the needs stated within the public call.

The projects have to provide a solution for the specific needs of the local community and the target groups identified by the project.

Projects should consist of independent operational activities with clearly defined operational goals, target groups and planned outcomes.

Projects should be an integrated methodological set of activities, created to achieve certain goals and specific results within a limited time period.

The general work plan of the applicant or project partner cannot represent the project.

The following activities are not recommended for allocation of grants:

- ☐ Individual sponsorships for participation in workshops, seminars, conferences, congresses;
- ☐ Individual scholarships for studies or training courses;
- ☐ Occasional conferences (unless necessary for successful project implementation);
- ☐ Purchase of equipment (unless necessary for successful project implementation);
- ☐ Funding of projects which are already in progress or are finalized;
- ☐ Projects for exclusive benefit of individuals;
- ☐ Projects supporting political parties;
- ☐ Primary funding of applicants or their partners;
- ☐ Reconstruction or rehabilitation works (unless necessary for successful project implementation);
- ☐ Allocating grants to a third party;
- ☐ Capital investments above 10% of the budget value;
- ☐ Reconstruction works above 20% of the proposed budget value.

10. Number of project proposals and grants per applicant

Applicants may submit more than one application and one project idea with separate application forms and the pertinent documentation must be submitted separately with each application. In the case that the evaluation process results in the successful evaluation of 2 or more projects of a single applicant, only one contract encompassing all approved projects will be signed with said applicant.

11. Where and how to collect and submit the application material

Documentation for the public call for the Municipality of xxx can be obtained from **DAY, DATE to DAY, DATE** by means of sending a request with the name of the interested organization to the email address: municipality@municipality.ba or in person, at the address:

Municipal address

Pertinent information as well as an electronic version of the entire application package can also be obtained from: www.municipality.ba.

Completed applications, with all mandatory documentation, must be submitted **in three (3) printed copies and one electronic copy (on CD or USB stick)** by registered mail or in person, in a sealed envelope indicating the public call, during work days (Monday to Friday), between **09:00** and **14:00** hours, to the address:

Municipal address

The deadline for submitting applications is **DAY, DATE at 14:00 hours**. Applications arriving after the specified deadline will only be considered if the postal mark indicates a sending date before the official deadline.

Applications sent by any other means (e.g. by fax or e-mail) or delivered to other addresses **will not be taken into consideration**.

The outer side of the envelope must contain the name of the public call for project proposals, full name and address of the applicant, full name of the project and the words: **„Do not open before official opening“**.

The municipality will keep records of any received project proposals and will issue pertinent receipts.

Before submitting the project proposal, applicants should verify that the required documentation/application is complete by filling in the Check list (Annex 8), which is an integral part of the application.

12. Further information

If the need arises, informative meetings on the public call with potential applicants of project proposals ("open days") will be held in the Municipality XXXXXX during the public call.

In these meetings, potential applicants will be informed in detail about the call, manner of applying, criteria, etc.

Should any additional information and clarifications be required, potential candidates may send a request with the reference to the Public Call for Applicants to the email address: municipality@municipality.ba. Requests can be sent by DAY, DATE, and replies to the queries will be sent in writing within 3 days after the receipt of the request.

13. Evaluating and selecting project proposals

Applications will be considered and evaluated by the Evaluation commission. All activities indicated by the applicant will be evaluated in accordance with the following criteria:

(1) Administrative conditions:

- ☐ Application is completed in accordance with the Check list;
- ☐ Documentation is submitted in 3 copies (3 printed and 1 electronic copy – CD or USB stick).

(2) Conditions related to the applicant, partner and activities:

- ☐ Confirmation that the applicant, partner (and collaborators, if any) and the activities, meet the conditions set out in chapters 5, 6, 7, 8, 9 and 10.

(3) Evaluation of project quality and financial evaluation:

Evaluation of the project quality, including the proposed budget, will be carried out in accordance with the criteria set out in the evaluation table presented on page 8 of this document. There are two types of evaluation criteria: selection criteria and fund allocation criteria.

The goal of the selection criteria is to help in the assessment of financial and operational capabilities of applicants in order to ensure that they:

- ☐ have stable and sufficient funds for their own work during the entire project implementation period;
- ☐ possess the professional capability and qualifications necessary for the successful implementation of the project. This also applies to the applicant's partners.

Fund allocation criteria ensures that the quality of submitted projects is evaluated based on the defined priority areas, and that funds are approved on the basis of activities which maximize the general impact of the public call for project proposals. The criteria refers to the significance of the

proposed project, alignment of the project with the goal of the public call and the priority areas, project quality, expected results, project sustainability and cost-effectiveness of requested funds.

Please pay attention to the following important information:

Scoring system:

Scoring criteria is divided into sections and subsections. **Each subsection must be evaluated with assigned scores between 1 and 5 in a following way: 1 = very bad; 2 = bad; 3 = appropriate; 4 = good; 5 = very good.** Each member of the commission completes an individual evaluation table, and all members sign the summary evaluation table for each project proposal. Ranking the project proposals is carried out in a manner that the first ranked project proposal is the one with the highest score, followed by the project proposal with the next lowest score up until the project proposal with lowest scores..

Only projects with a score of 50 or more points will be taken into further consideration, as the proposals below this threshold have not met the set standards, thus questioning the efficiency of their ability for implementation.

In order to be taken into consideration for funding, projects with budgets over 20,000 BAM have to receive 75 or more points during evaluation process. The decision on grant approval is based on the total number of projects that can be financed within the available funds. These limits are set in order to define minimum quality of project proposals and ensure the best value for money. Projects with the highest scores will have priority in grant disbursement.

Note on Section 1. Financial and operational capacity of the applicant

In the case that the total score in Section 1 is lower than 10 points, the project will be excluded from the further evaluation process, as the organization does not have the minimum capacities to ensure quality implementation of the proposed project.

Note on Section 2. Relevance

In case that the total score in Section 2 is lower than 18 points, the project will be excluded from further consideration as the score implies that, although the applicant meets financial and operational capacities, the project's concept is not relevant or in line with the defined priorities of the public call; the project does not address the needs of the local community.

Evaluation table

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are applicant and partners sufficiently experienced in project management ?	5	
1.2 Do applicant and partners have sufficient professional capacities ? (specific knowledge in the relevant field)	5	
1.3 Do applicant and partners have sufficient management capacities ? (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the goal and one or more priorities defined in the Public call? Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities .	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, final beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and final beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value , like innovative approach and good practice models?	5	
2.5 Does the project proposal advocate for rights based approach and does it influence vulnerable groups? (Promotion of gender equality and women's empowerment, protection of environment, international cooperation, youth, etc.).	5	
3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically correspond with goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflect analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of partners in project implementation satisfactory? Note: if there are no partners the score will be 1.	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on the other target groups or implementation at the different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are expected results of suggested activities institutionally sustainable ? (will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are expected results sustainable ? (if applicable, name the <i>structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.</i>)	5	
4.5 Is it likely that expected long term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is the ratio between estimated costs and expected results satisfactory?	5	
5.2 Are suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include a narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

Notification of the decision

All applicants, whether their project proposals are approved for funding or rejected, will be notified in writing of the decision on their project proposal within 30 days of closing the public call. Results will be announced at the web site of the Municipality XXXXXX, as well as at the municipal notice board.

A decision to reject a project proposal or deny funds will be made if:

- ☐ The applicant, or one or more of its partners, do not meet the conditions of the public call;
- ☐ Project activities are unacceptable (e.g. proposed activities go beyond the scope of the public call for project proposals, the project's stipulated duration exceeds the maximum allowed time period, the requested amount of funds exceeds the maximum allowed amount or is lower than the minimum, etc);
- ☐ The project proposal was not sufficiently relevant; financial and operational capacities of the applicant are not sufficient, or the projects selected for funding have been superior in these areas;
- ☐ The quality of the project proposal was technically and financially lower in comparison to the projects selected for funding.

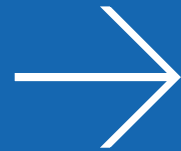
Conditions related to project implementation after grant approval

After a decision has been made on grant approval, the non-governmental organization whose project has been approved will be offered a contract for project implementation. Before signing the contract and if needed, the Municipality is entitled to request certain modifications from the organization to the project, in order to align it with the rules and procedures of project implementation.

LIST OF ANNEXES

- Annex 1** Project Proposal
- Annex 2** Budget Breakdown
- Annex 3** Logical Framework
- Annex 4** Activity and Visibility Plan
- Annex 5** Administrative Identification Form
- Annex 6** Financial Identification Form
- Annex 7** Eligibility Statement
- Annex 8** Check List

ANNEX 7. PROJECT PROPOSAL



Municipal logo

PROJECT PROPOSAL

APPLICANT'S (ORGANIZATION) LOGO

PROJECT TITLE: (The name of the project should not be longer than 8 words)

PROJECT APPLICANT:

PARTNERS ON PROJECT:

PRIORITY AREA:

**TARGET GROUP/ NO OF
DIRECT BENEFICIARIES
(number and percentage
of both sexes
representation) :**

**LOCATION OF THE
PROJECT
IMPLEMENTATION:**

**DURATION:
(number of months)**

BUDGET:

SUMMARY

Although this section is given at the very beginning, the project summary is written only after all other sections of the project proposal are completed. The project summary contains all elements of the project proposal, such as:

1. The need/issue within the local community
2. Reasons and importance of the project for the local community
3. Goals
4. Target group/s and gender representation
5. Duration of the implementation and budget
6. Methods utilized to achieve project goals
7. Benefits of proposed activities for the local community

This section should not be longer than one page. The goal is to provide information related to all seven above mentioned sections and to provide summary information for the Evaluation commission. The Summary is the first section of the project proposal that the Evaluation Commission takes into consideration and it therefore has to be short, structured and to the point.

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



1. PROJECT OWNER'S INFORMATION

Please have in mind that the data contained in this section will be used to evaluate the eligibility of the applicant. All information provided will be reviewed by the Evaluation commission and evaluated in evaluation table under eliminatory sections related to the financial and operational capacities of the applicant. Provide detailed information on your organization and its qualifications for proposed project implementation. You should briefly describe the history of your organization (**when and how it was founded**), its **mission and vision**, what makes your organization special, its main objectives and strategies for achieving these objectives.

INFORMATION ON ORGANIZATION

Mission:	
Vision:	
Date and manner of establishment:	
Main goals and strategies for achieving the goals, in accordance with the statute:	

Short description of the organisational scheme and decision making system:	
--	--

Governing Board of the Civil Society Organization (CSO)/ Key persons in the Civil Society Organization

Name and Surname	Profession	Function	Sex	Years of experience in the CSO

Persons you plan to engage for the project implementation

Name and Surname	Profession	Function	Sex	Years of experience in the CSO	Full time/Part time

If the above table includes partners and/or consultants, please list the original organization that employs them into the column Profession.

CURRENT PROJECTS AND PREVIOUS EXPERIENCE IN COOPERATION WITH DONORS

Project implemented in the last three years:

Theme/Area	Project name	Donor	Duration	Value	No of engaged staff (gender disaggregated)

Current projects:

Theme/Area	Project name	Donor	Duration	Value	No of engaged staff (gender disaggregated)

Office space:

In ownership or rented:	
In ownership or rented with other CSOs:	
Square meters:	
Do you have a telephone/fax:	
Do you have an access to internet:	
Do you have all equipment necessary for implementation of the project?	

2. INTRODUCTION

When completing this section, it is important to assume that the donor has no previous knowledge of your local community and the problems you are trying to resolve. Please describe in which manner the project relates to one or more of the public call priorities. Please shortly explain situation analysis and the importance of the problem you are trying to resolve. Whenever possible, give clear statistical indicators on the problem you are trying to resolve. A well perceived and described problem is the primary justification of the project.

This section requires answers to several questions: Why is your project actually necessary? Describe what important need should be met? Whose need is it? How will it affect men/boys and women/girls in the community?

The problem you are trying to resolve or the need that has to be serviced should be related to the purpose and goals of your organization. If the project described in your proposal does not relate to the activities of your organization, the chance of getting the financial support will be reduced.

All information provided will be reviewed by the Evaluation commission and evaluated in the evaluation table under eliminary section RELEVANCE, question 2.1.

This section should not be longer than one page.

3. PROJECT DESCRIPTION

Provide a description of what you want to do and how you intend to achieve your goals. Please provide information on any additional qualities of your project, such as its innovative approach and examples of good practice. Please bear in mind that the proposal will be evaluated higher if it advocates a rights based approach, gender equality and has an impact on vulnerable groups.

If the project involves partnership, please describe the role of the partner and the level of its involvement in the implementation.

This section should not be longer than one page.

All information provided will be reviewed by the Evaluation commission and evaluated in the evaluation table under eliminary section RELEVANCE, questions 2.4 and 2.5.

4. TARGET GROUP

Clearly define the target group and their needs. Please ensure the exact benefit indicators for the target group. If possible, analyse a number of men/women and boys/girls within the target group. Please also list all interested parties, such as intermediaries and end-beneficiaries of the project.

All information provided will be reviewed by the Evaluation commission and evaluated in evaluation table under eliminary section RELEVANCE, questions 2.2 and 2.3.

Specify the target group and indicate the benefits it will receive from the project. The project should contain a detailed description of the size and importance of the target group, the gender representation, and in particular the people who will directly benefit from the project. Detailed analysis of the target group may be done as per its ethnic composition, age, social status, etc, always having in mind that each group has to have a gender structure analysis. If detailed analysis is prepared, please enclose it as a supplement to the project proposal.

Please ensure that the presentation of the target group is done in a gender sensitive manner (always separate the number of women, men, boys and girls) along with their different status and effect to different sexes.

5. OVERALL PROJECT GOAL

The overall goal explains the core of the problem and importance of the project, i.e. long-term project benefit for the target group. Rules to determine the overall project goal are:

1. Project can have only one overall goal.
2. Overall goal should be related to the development vision.
3. Although it is hard or even impossible to measure the success in achieving the overall goal by means of verifiable indicators, its contribution to the realization of the vision nonetheless has to be determined.

6. PROJECT OBJECTIVE

The project objective is to find a solution to the problem, which in a broader definition describes the desired outcome of the project. Objectives are verifiable project results, presented in such a way that it may be determined whether and to what extent the project is realized. For example, if the main objective is establishing a Youth Council at the level of the entire of BiH, then the sub-objectives are establishing youth councils in municipalities, strengthening their structure, networking, etc. Project proposal usually has 2 to 3 specific objectives, although in practice having only one specific objective is also possible. It is important that all or at least one of the objectives is gender sensitive. **When developing this part of the proposal, please ensure the connection with the logical framework.**

Please do not forget initial research necessary to correctly measure success of the project implementation.

7. EXPECTED RESULTS

In this section, you should list the project results. This forms the basis on which the project will be evaluated. Expected results are more detailed than the overall goal and objectives and have to be verified through objectively verifiable indicators (OVI). This section should not be longer than one page.

OVI must be:

- ☐ Specific: clearly define what, where, when and how and for whom the situation will change; clearly define gender representation.
- ☐ Measurable: the goals and benefits are quantifiable; analysis of the benefits for both sexes is possible.
- ☐ Achievable: the goals can be achieved (taking into consideration the available resources and capacities within the community).
- ☐ Realistic: possibility to achieve the level of change that reflects the goal.
- ☐ Time-bound: determine the duration during which each goal will be realized.

Please ensure the connection with the logical framework when developing this section.

8. ACTIVITIES

This section should include an overview and description of the activities that will allow the achievement of the set results. They also have to be specified in the Activity Plan, one of integral annexes to the project proposal. Activities have to be clear and specific. Define the clear relation between the activities and project goals and then describe why those particular activities have been chosen. Expected activities have to be grouped and connected to the relevant project results. This section should not be longer than four pages.

9. ASSUMPTIONS AND RISKS

This section should identify assumptions and possible risks that could jeopardize the project implementation and/or success. Please give due attention to this section as it is very important to identify future events and circumstances as possible threats to the successful implementation of the project. This will allow you to prepare a strategy to circumvent any potential risk. **Please ensure the connection with logical framework when developing this section.**

10. PROJECT DURATION

This section should indicate the duration of the project implementation.

11. MONITORING AND REPORTING

Monitoring:

Monitoring is the systematic collection and analysis of information on the project's progress. The goal is to improve the efficiency and effectiveness of the project. Monitoring is based on the set results and planned activities as defined in the planning phase. It helps to ensure the project implementation is on the right track and allows the management to have timely information on possible issues. If performed correctly, it represents a priceless tool for good management and gives a good basis for evaluation. Monitoring enables the confirmation on whether the available resources are sufficient and utilized efficiently, whether the existing capacities are adequate and whether everything that has been planned has been carried out.

Monitoring:

- ☐ *Is a reflection of the project plan,*
- ☐ *Occurs during project implementation,*
- ☐ *Is carried out in accordance with a previously defined time framework.*

It is performed on the basis of quantitative and qualitative data (indicators).

Please provide information on who will monitor the project implementation, in which manner and when. Monitoring is an option and is not necessary for all projects. However, complex or long projects can benefit from the monitoring.

Reporting *on project implementation progress and financial reporting should be specified by the project proposal and should be submitted in the form of bi-monthly reports on the project dynamics (activities/finance) of project implementation within the set time frames. Also define when the final report (narrative) will be submitted.*

12. BUDGET

The budget is a translation of the project into monetary values. This section should describe expenditures expected during the project duration. The budget should follow the logic of the project proposal. Budget lines should be a logical sequence of the method of work and activities. Please ensure that as many lines as possible are based on clearly determined expenses, not on approximate assessments. It is also desirable to indicate (possible) funding sources by other donors. Do not forget your contribution to the project (voluntary work, equipment from previous projects, space, etc). Information in this section should be realistic, e.g. you will not request a purchase of a new photocopier costing 1,500 KM if it is not required for the project implementation. This section has to include narrative description of all budget lines and sub-lines.

13. VISIBILITY

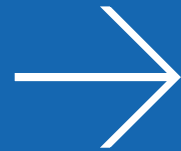
Visibility should be properly planned for all project activities. Visibility should focus on developments and achievements during project implementation, not on administrative or procedural milestones.

The visibility plan has to be included into the Work plan and properly budgeted. The Project's visibility has to inform the project partners, target groups and general public on its initiatives and successes of the project. Determine the promotional tools and explain how and in which phase you plan to utilize them, including public events (press conference, publications and newspaper articles, web pages, banners, plaques, promotional material, photographs and other audio-visual material, public visits, etc). This section should describe what you need to do and how you plan to promote your activities. Promotion activities have to be clear, specific and gender sensitive.

LIST OF ANNEXES

- Annex 1** Budget breakdown and expenditure plan
- Annex 2** Logical framework
- Annex 3** Activity and visibility plan
- Annex 4** Administrative identification form
- Annex 5** Financial identification form
- Annex 6** Eligibility statement
- Annex 7** Check list

ANNEX 8. BUDGET BREAKDOWN



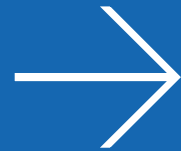
PROJECT OWNER'S (ORGANIZATION) LOGO

NAME OF ORGANIZATION _____
PROJECT TITLE _____

BUDGET BREAKDOWN

Numb er	Category	Unit	Number of units	Unit price (KM)	Total (KM)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
1.	STAFF														
1.1.															
1.2.															
1.3.															
1.4.															
1.5.															
2.	TRAVEL														
2.1.															
2.2.															
2.3.															
3	ADMINISTRATIVE COSTS														
3.1.															
3.2.															
3.3.															
3.4.															
3.5.															
3.6.															
4	PROJECT COSTS														
4.1.	Result 1 (from the log-frame)														
4.1.1	Activity - ...														
4.1.2	Activity - ...														
4.1.3	Activity - ...														
4.2	Result 2 (from the log-frame)														
4.2.1	Activity - ...														
4.2.2	Activity - ...														
4.2.3	Activity - ...														
4.3	Result 3 (from the log-frame)														
4.3.1	Activity - ...														
4.3.2	Activity - ...														
4.3.3	Activity - ...														
5	VISIBILITY														
5.1															
5.2															
5.3															
TOTAL (KM)															

ANNEX 9. LOGICAL FRAMEWORK



Municipal logo

PROJECT OWNER'S (ORGANIZATION) LOGO

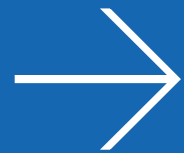
NAME OF ORGANIZATION: _____
PROJECT TITLE: _____

LOGICAL FRAMEWORK

	Objectively verifiable success indicators	Verification sources and means	Assumptions and risks
Overall goal	What is the overall goal whose realization will be supported by the project? The project should not have more than one project goal. The Overall goal will not be achieved by the project alone, but it will provide a contribution to their achievement.	What are the information sources used for the indicators of success?	
Specific project objectives	What are the specific objectives to be realized by this project? It is recommended to present the specific objectives in a gender sensitive manner. The specific objectives are to be achieved by the end of the project implementation.	What are the quantitative and qualitative indicators of success for determining the achievements of the project's objectives? If any of the indicators are gender sensitive manner, it is recommended to present them in that manner.	What factors and conditions are required for realizing the objectives of the project but are not under direct control? What are the risks that need to be taken into account? Is there the possibility that one of the sexes will be less represented/ involved in the project implementation?
Expected results	What specific results will contribute to the realization of project objectives? Can the results be shown in a gender sensitive manner? If yes, please apply. The results are achieved through the successful implementation of project activities. The success of project implementation will be measured through the level of achievement.	What are the sources of information for the indicators of success?	What external factors and conditions must be met in order for the results to be realized as planned? Do results depend on the full engagement of both sexes and how to ensure their full participation?
Activities	What activities need to be carried out and in which order with a view to achieving results?		What conditions need to be met before the beginning of the project implementation in order to start project implementation?

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH

ANNEX 10. ACTIVITY AND VISIBILITY PLAN



Municipal logo

PROJECT OWNER'S (ORGANIZATION) LOGO

NAME OF ORGANIZATION: 

PROJECT TITLE: 

ACTIVITY AND VISIBILITY PLAN

No.	Plan	Month												Partners/ Responsibility
		1	2	3	4	5	6	7	8	9	10	11	12	
1.	Expected result 1	-	-	-	-	-	-	-	-	-	-	-	-	-
1.1	Activity 1.1	-	-	-	-	-	-	-	-	-	-	-	-	-
1.2		-	-	-	-	-	-	-	-	-	-	-	-	-
1.3		-	-	-	-	-	-	-	-	-	-	-	-	-
1.4		-	-	-	-	-	-	-	-	-	-	-	-	-
1.5		-	-	-	-	-	-	-	-	-	-	-	-	-
2.	Expected result 2	-	-	-	-	-	-	-	-	-	-	-	-	-
2.1		-	-	-	-	-	-	-	-	-	-	-	-	-
2.2		-	-	-	-	-	-	-	-	-	-	-	-	-
2.3		-	-	-	-	-	-	-	-	-	-	-	-	-
2.4		-	-	-	-	-	-	-	-	-	-	-	-	-
2.5		-	-	-	-	-	-	-	-	-	-	-	-	-
3.	Expected result 3	-	-	-	-	-	-	-	-	-	-	-	-	-
3.1		-	-	-	-	-	-	-	-	-	-	-	-	-
3.2		-	-	-	-	-	-	-	-	-	-	-	-	-
3.3		-	-	-	-	-	-	-	-	-	-	-	-	-
3.4		-	-	-	-	-	-	-	-	-	-	-	-	-
3.5		-	-	-	-	-	-	-	-	-	-	-	-	-

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH

ANNEX 11. ADMINISTRATIVE IDENTIFICATION FORM



Municipal logo

PROJECT OWNER'S (ORGANIZATION) LOGO

ADMINISTRATIVE IDENTIFICATION FORM

NAME OF ORGANIZATION:

ABBREVIATION (IF ANY):

LEGAL STATUS:

NAME, SURNAME AND POSITION OF PERSON
RESPONSIBLE FOR REPRESENTING AND
ACTING ON BEHALF OF THE ORGANIZATION:

ADDRESS:

POSTAL CODE AND PLACE:

TELEPHONE:

FAX:

E-MAIL:

WEB PAGE:

, / / 20
(place, date)

(name and surname, signature, stamp)

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 12. FINANCIAL IDENTIFICATION FORM



Municipal logo

PROJECT OWNER'S (ORGANIZATION) LOGO

FINANCIAL IDENTIFICATION FORM

BANK ACCOUNT OWNER

NAME

ADDRESS

PLACE/TOWN

POSTAL CODE

CONTACT PERSON

TELEPHONE

FAX

E-MAIL

BANK

NAME OF BANK

ADDRESS

PLACE/TOWN

POSTAL CODE

ACCOUNT NUMBER

__/__/20
(date)

(name and surname of authorized representative)

(signature and stamp)

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 13. ELIGIBILITY STATEMENT



Municipal logo

PROJECT OWNER'S (ORGANIZATION) LOGO

ELIGIBILITY STATEMENT

I, the undersigned _____,
(Name, surname and the address of the representative)

Representative of _____,
(Name and the address of the organization)

Confirm that I am a legal representative of the entity registered in Bosnia and Herzegovina and that I, or the above-named organization:

- a) are not in the state of bankruptcy,
- b) have not any payment due to us been stopped by a court ruling resulting in total or partial loss of our rights to manage and use our property,
- c) have not been subject to any legal proceedings against us, including payment suspension orders which may result in bankruptcy or which may cause a full or partial loss of rights to manage and use our property,
- d) have not been convicted by a binding ruling for a violation or offence related to conduct in work,
- e) have not been guilty of any other serious error in professional conduct,
- f) have not failed to meet any obligation related to payment of social insurance or tax,
- g) have not been guilty of serious presentation of false information with regard to our professional activities,
- h) have not been declared guilty of violating any contractual obligations.

STATEMENT GIVEN: _____
(place, date)

(name and surname, signature)

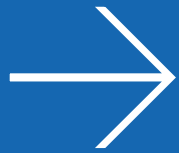
IN PRESENCE OF: _____
(place, date)

(name and surname, signature)

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 14. CHECK LIST



Check List

Project proposal

- ☐ Application completed and in accordance with standards prescribed
- ☐ Three copies of all relevant documents attached
- ☐ If applicable, partnership statements attached
- ☐ Budget completed in Convertible Marks (BAM)
- ☐ Administrative expenditures and personnel expenditures do not exceed 20% of total the budget
- ☐ Logical framework analysis matrix completed and attached
- ☐ Plan of activities matrix table completed and attached

Additional documentation

- ☐ Copy of organization's and, if applicable, partner's legal registration papers
- ☐ Copy of organization's legal statutory
- ☐ Legal statutory document of partners
- ☐ "Administrative information" form completed, signed and certified
- ☐ "Financial identification" form completed, signed and certified
- ☐ Copy of final annual financial report for previous year (Balance Sheet and Income Statement), certified by a responsible agency for financial operations and licensed and authorized accountant, attached
- ☐ Copy of annual narrative report for previous year attached
- ☐ Other relevant documents

ANNEX 15. IMPARTIALITY AND CONFIDENTIALITY STATEMENT TEMPLATE



Municipal logo

IMPARTIALITY AND CONFIDENTIALITY STATEMENT

I, the undersigned(name and surname),
member of the Evaluation Commission for the Civil Society Organization's project
proposals received under the Public Call of the Municipality XXX for the Civil Society
Organization (CSO)/ Non-Governmental Organizations (NGO) in Bosnia and Herzegovina
hereby provide

THE STATEMENT ON:

(A) CONFLICT OF INTEREST

that I have not been involved in preparation of any project proposals considered by the
Evaluation Commission, and that the said projects are not related to:

- ☐ my personal interests (financial or other);
- ☐ interests (personal, financial or other) of any organization that I manage, in which I
work, that I represent or advise.

(B) CONFIDENTIALITY

All information obtained during the process of evaluating project proposals as the
member of the Evaluation Commission will be treated as strictly confidential.

Date:, 20__

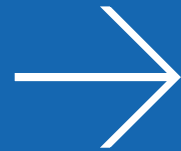
In Municipality

Signature:

This document has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 16. EXAMPLE
MINUTES – LSU MEETING ON
THE NOMINATION OF THE
EVALUATION COMMISSION
MEMBERS



Minutes from the meeting
held in the meeting room of the Municipality ____ on dd/mm/yyyy at ____ hrs.

**-Nomination of the CSO Sector Evaluation Commission Member for Evaluation of
Project Proposals –**

Present:

1. Name and Surname, Function
2. Name and Surname, Function
3.

Remark: the list of CSO participants is enclosed herewith.

AGENDA

1. Nomination of the Evaluation Commission Member for Evaluation of Project Proposals from the CSO Sector
 2. Nomination of the Alternate Evaluation Commission Member for Evaluation of Project Proposals from the CSO Sector
- 1) The municipal officer in charge of the cooperation with the CSOs explained to those present that the Commission will be formed upon advertisement of the Public Call for Proposals and that it will include 2 members of the Municipality XXX, one member of the CSO Sector and a alternate member from the CSO sector in case that the first member decides to submit the project proposal. It is important that the representative of the CSO sector has sufficient experience in project proposal writing as the evaluation and selection process is rather complex. Representatives of the CSO sector proposed following candidates as the member/alternate member of the Evaluation Commission:
1. Name and Surname,– on behalf of CSO XXXX;
 2. Name and Surname,– on behalf of CSO XXXX;
 3. Name and Surname,– on behalf of CSO XXXX;
 4.
- 2) After the voting took place, the proposed candidates had following number of votes:
1. Name and Surname,– 6 votes;
 2. Name and Surname,– 13 votes;
 3. Name and Surname,– 10 votes;
 4.

Based on the number of votes, Name and Surname, from CSO XXX has been elected as the member of the Evaluation Commission and Name and Surname, from CSO XXX as the alternate member of the Evaluation Commission.

ANNEX 17. EXAMPLE DECISION ON EC



Bosnia and Herzegovina
Entity/Canton
Municipality
Mayor
No: XXXXXX
Date: dd/mm/yyyy

PREAMBLE

DECISION

On nomination of the members of the Evaluation Commission for the project proposals received under the Public Call to Civil Society Organization in Municipality XXXX for the year YYYY.

Article I

The following representatives of the Municipality XXX are nominated as members of the Evaluation Commission for the project proposals received under the Public call to Civil Society Organization in Municipality XXXX for the year YYYY.

1. Name and Surname, Function
2. Name and Surname, Function

Article II

The following representatives of the Civil Society Organizations, elected by majority of CSO's votes at the meeting held on dd/mm/yyyy in Municipality XXX, are nominated as member/alternate member of the Evaluation Commission:

1. Name and Surname, Function
2. Name and Surname, Function

Article III

The Evaluation Commission is the body responsible for evaluation of the project proposals. All members of the Commission have equal rights and responsibilities. The Commission has the task to evaluate all project proposals received under the Public Call to Civil Society Organization in Municipality XXXX for the year YYYY. The Commission proposes projects for funding within the funds made available for the public call.

Article IV

This decision comes into force immediately and will be published in the Official Gazette of the Municipality XXX.

Delivered:

1. Appointees
2. Archive

Mayor

(stamp)

ANNEX 18. GUIDELINES FOR WORK OF THE EVALUATION COMMISSION



Municipal logo

Name of the Municipality

GUIDELINES FOR THE WORK OF THE EVALUATION COMMISSION

LOD Methodology

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



CONTENT

1. INTRODUCTION	3
1.1 Basic terms	3
2. EVALUATION PROCESS	3
2.1 Statement of impartiality and confidentiality	3
2.2 Evaluation commission	4
2.3 The first step in the evaluation process	4
2.4 Ranking and selection of project proposals	4
2.5 Scoring system	5
2.6 Closing the evaluation process	6
ADDITIONAL EXPLANATION OF THE EVALUATION TABLE	6
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The Principle of gender equality is incorporated into the "Guidelines for the Work of Evaluation Commission" for CSOs' project proposals review as one of the basic principles. In this regard, the terms used in this methodology for persons in masculine gender (e.g. "citizen", "mayor", "officer", "representative", etc.) are neutral and apply to both men and women.

1. INTRODUCTION

1.1 Basic terms

The Guidelines for the work of the Evaluation Commission for the CSOs project proposals were designed as a simple manual with basic instructions and rules for the process of selecting the best project proposals that have been submitted by CSOs/NGOs to the public call from municipalities. In that sense, it is necessary to define the basic terms which define this process.

- **Project or Project proposal**

The project proposal is a document or a set of documents that define the field of work, the beneficiaries, results, activities and costs required to reach the desired results. The basic project documents are: the project proposal form, logical framework, budget and the annual work plan. It is also customary to enclose documents that prove the financial and regulatory background of the organization as well as other relevant information. The number of documents and/or forms requested varies from donor to donor, while the basic required project documents are common to all grant donors.

- **Evaluation of projects**

By definition, the evaluation of projects is a process in which project proposals are evaluated in an objective and impartial manner and in accordance with the predefined criteria and scoring system. Compliance with the criteria for the evaluation of the project proposal is determined through sub-criteria, usually in the form of questions. Each question or sub-criteria carries a certain number of points whose sum ultimately represent the overall evaluation of each criterion, and the sum of all points received for each criterion is the final result of the evaluation (evaluation table is given as Annex 1). Often when evaluating projects, the threshold of “acceptability” is defined as a minimum score that needs to be achieved and only the projects with a score above the threshold are eligible for funding. The ranking of such projects is done on the basis of obtained scores while the funds are distributed in accordance with the place on the ranking list

- **Evaluation commission**

The evaluation commission represents the body responsible for the evaluation of projects. The commission has an odd number of members, usually five persons. Members of the commission are persons with relevant expertise, necessary knowledge and skills in project cycle management.

The evaluation process is described in the following chapters.

2. EVALUATION PROCESS

2.1 Statement of impartiality and confidentiality

All members of the Evaluation commission have to sign a **written statement of impartiality and confidentiality**. This act obliges them to full confidentiality of information contained in project proposals and impartiality in the process of projects evaluation. Signing the statement ensures integrity of all information within the process of evaluation, until the results are published and made available to the general public. This protects the interests of applicants as well as of all other participants in the process.

2.2 Evaluation commission

Representatives of all interested parties, to the allowed limitations of members, should be included in the composition of the Evaluation commission. This is important in order to ensure objectivity and transparency within the evaluation process. When funding projects of the CSOs, it is necessary that one member of the commission is selected from the civil society sector. Representatives of the civil society should be well known and esteemed activists from the local community, able to conduct an impartial evaluation.

The Evaluation commission comprises of a minimum of two municipal representatives and one representative of the civil society sector. It is important to nominate one more representative of the civil society sector that will act as an alternate member in cases of absence of the regular CSO member or in the cases where the regular CSO member has abstained for reasons of conflict of interest. All members of the Evaluation commission have equal rights and obligations.

The municipal representatives are nominated by the Mayor and/or the relevant department within the Municipality through an internal act signed by the authorized officer. This internal act represents an integral part of the mandatory evaluation documentation.

Selection of the CSO representative is made in a transparent manner and in consultation with all CSOs. The representative of the civil society sector is nominated in a democratic manner, through a consensus and agreement of the majority of organizations from the Municipality. The municipality supports the democratic process of CSOs representatives' election. This includes a public invitation to all civil society organizations to nominate their representatives and to organize, on a pre-determined date, the election of a representative and one alternate representative by public or secret vote. The municipality fully supports this process, keeps all relevant documentation, and provides adequate space for the meeting (municipal hall or similar) if necessary.

2.3 The first step in the evaluation process

The first step in the evaluation process, which precedes the detail study of submitted project proposals, is the examination of whether technical criteria set in the Guidelines for applicants are met by all applicants. The commission checks whether the mandatory documentation is provided in the application, including the necessary number of copies, existence of electronic copy, etc. In a case where the project proposal does not meet technical criteria, it is eliminated from further evaluation and declared disqualified. All such project proposals are separately recorded and minutes are made describing shortcomings. Upon completion of evaluating technical criteria, the process of the actual evaluation can commence. This is explained in the next chapter 2.4.

2.4 Ranking and selection of project proposals

Evaluating project proposals is done in line with the criteria shared with all potential applicants as part of the Guidelines for applicants. In order to expedite the evaluation process, all members of the commission are issued with **the evaluation form**, (Annex 1) which consists of criteria and sub-criteria laid down in a form of a table. After this, the process of examining/reading project proposals is to begin.

The municipality and CSO representatives are issued with one copy of each project proposal. The order of reading the project proposals corresponds to the order of opening project applications, performed during the technical evaluation.

In this phase of the process, project proposals are evaluated through two groups of criteria: **selection criteria** (Section 1 and 2 in the evaluation table) and **funds allocation criteria**.

The goal of the selection criteria is to help in the assessment of financial and operational capability of the applicants in order to ensure that they:

- ☐ have stable and sufficient funds for their own work during the entire project implementation period;
- ☐ possess professional capability and the qualifications necessary for the successful implementation of the project. This also applies to the applicant's partners.

Funds allocation criteria ensure that the quality of submitted projects is evaluated based on the defined priority areas, and that funds are approved on the basis of activities which maximize the general impact of the public call for project proposals. The criteria refers to the significance of the proposed project, harmonization of the project with the goal of the public call and the priority areas, project quality, expected results, project sustainability and cost-effectiveness of requested funds.

The final goal of the evaluation is the selection of projects that are the most significant for the local community and that, through defined public call priorities, address distinct needs of the local population and local community as a whole.

2.5 Scoring system

Scoring criteria is divided into sections and subsections. **Each subsection is assigned scores between 1 and 5 in the following way: 1 = very bad; 2 = bad; 3 = appropriate; 4 = good; 5 = very good.** Each member of the commission scores a project proposal individually in line with the criteria (the form for individual evaluation is enclosed as Annex 1) while the summary evaluation table (enclosed as Annex 2) contains an average value of all single criteria and sub-criteria scores (**note: mean values are rounded - decimal values from X.1 to X.4 are rounded down, and values from X.5 to X.9 are rounded up**). Each member of the commission completes and signs an individual evaluation table, and all members sign the summary evaluation table for each project proposal. Ranking the project proposals is carried out in a manner so that the first ranked project proposal is the one with the highest score, followed by the project proposal with the next lowest score up until the project proposal with the lowest scores obtained.

Only projects with a score of 50 or more points will be taken into further consideration, as the proposals below this threshold have not met the set standards and the efficiency of their implementation might be questionable.

In order to be taken into consideration for funding, projects with budgets over 20,000 BAM have to receive 75 or more points during evaluation process. The decision on grant approval is based on the total number of projects that can be financed by the available funds. These limits are set in order to define the minimum quality of project proposals and ensure the best value for money. Projects with the highest scores will have priority in grants disbursement.

Note on Section 1. Financial and operational capacity of the applicant

In the case that the total score in Section 1 is lower than 10 points, the project will be excluded from further evaluation process, as the organization does not have the minimum capacities for quality implementation of the proposed project.

Note on Section 2. Relevance

In the case that the total score in Section 2 is lower than 18 points, the project will be excluded from further consideration as such evaluation implies that, although the applicant meets financial and operational capacities, the project idea is not relevant or in line with the defined priorities of the public call, and the project does not address the needs of the local community.

NOTE: THE SCORE CAN NOT BE LOWER THAN ONE (1) UNDER ANY OF THE CRITERIA!

2.6 Closing the evaluation process

After completing the scoring and ranking of the project proposals, it is also necessary to complete the minutes of the Evaluation commission work (the template of Evaluation commission minutes is enclosed as Annex 3). The minutes must contain all information relevant to the evaluation process:

1. Members of the commission (names).
2. Time and place of the evaluation session.
3. Total number of submitted project proposals.
4. List of CSOs with 50 or more points.
5. List of CSOS' project proposals recommended for financing without modifications of the proposal. This list is incorporated in the form of a table made of following columns:
 - a. Ordinal number.
 - b. Name of the CSO.
 - c. Name of the proposed project.
 - d. Total value of the budget.
 - e. Project duration in months.
 - f. Total score.
6. The list of projects that can be the subject of further consideration pending minor budget or project proposals modifications (in case where the commission agrees that some of the proposed project proposals are of good quality and have reached sufficient score to be placed in this category). This overview is also made in the form of the table and it contains identical columns as the table described above.
7. Evaluation session conclusion time.
8. Signatures of all Commission members.

A special part of the minutes is a recommendation/s for the financing of the highest ranked project proposals. The minutes are signed by all members of the commission, and represent an official conclusion of the commission's work. All applicants are informed in writing on the results i.e. information on their rank and status of their project proposal. Such letters are signed by the official representative of the donor. The final list of approved projects is published on the municipal website. This ranking list does not contain information on scores, ranks and results given by individual members of the commission, in order to protect their integrity.

ADDITIONAL EXPLANATION OF THE EVALUATION TABLE

The template of the evaluation table is enclosed as Annex 1 of these guidelines. The following text offers an explanation for each question contained in the table.

Section

1. Financial and operational capacities

1.1 Are the applicant and partners **experienced enough in project management**?

Previous experience of the applicant is assessed, including number of implemented projects, their value, etc. For example, if the average value of previously implemented projects is 10,000 KM and project proposal is 30,000 KM, the applicant can receive 1 or 2 points and vice-versa (points are higher if the value and complexity of previous successfully implemented projects is higher).

1.2 Do applicant and partners have sufficient **professional capacities**? (specific knowledge in the relevant field)

Is the number of professionally engaged personnel included in documentation? Are CVs enclosed? What types of projects has applicant implemented? Is documentation proving the expertise of the applicant in the desired field enclosed? For example, if the project is addressing social inclusion, higher value of points is assigned if a social worker, psychologist, etc. is engaged. In case there are no relevant professionals employed in the organization, the value of points is lower, but not lower than 1.

1.3 Do applicant and partners have sufficient **management capacities**? (Including staff, equipment and capacities for financial management)?

What is the number of permanent staff in the organization and what type of contract do they have? Is there a steering board, advisory board, etc.? E.g. if an organization has only one employee, points given are closer to the lowest, and if there is a clear organizational and management structure with higher number of employees, external associates etc. the grade is higher or equals maximum.

2. Relevance

2.1. How relevant is the project compared to **the goal** and one or more **priorities** defined in the Public call?

Does the project clearly define activities that will contribute to the achievement of the goal relevant for the chosen priorities of the call? E.g. if priorities of the public call are poverty reduction, youth and support to the people with disabilities, the project that addresses employment of young people with disabilities, and solves their existential problems will be awarded with higher points than the project which only addresses youth employment, etc. Bearing in mind that this criteria is eliminatory, the project needs to address at least one of the defined priorities.

2.2 Are stakeholders clearly defined and strategically selected? (agents, final beneficiaries, **target groups**)?

Are final beneficiaries and target groups relevant for the targeted priority? E.g. population of xx municipality is not a target group, but "20 young people with disability from the rural part of xx municipality" is a clearly defined group.

2.3 Are the **needs of the target group** and final beneficiaries clearly defined and does the project address them in the right way?

Does the project describe activities which will address needs of final beneficiaries and target groups? E.g. in case the need described in the project is defined as inability to access public institutions, the activities should include construction of an access ramp, awareness rising, etc. Activities described in such a way should bring maximum value of points and vice-versa.

2.4 Does the project incorporate **added value**, like innovative approach and good practice models?

Has identical or similar project been already implemented in the area? Is the project based on successful implementation of some other project? E.g. to use the previous example again, more points will be awarded to the project which is a continuation of activities or a project that has already achieved results or in case it uses expertise applied in another local community.

2.5 Does the project proposal advocate for **rights based approach** and does it have a positive influence on vulnerable groups?

Does the project promote gender equality, environmental protection? Does it promote international or cultural cooperation, minority rights, youth problems, etc? E.g. projects that involve equal number of men and women, regardless of the project idea deserve additional points under this criterion and vice versa.

3. Methodology

3.1 Does the **plan of activities** and proposed **activities** logically and practically corresponds with goals and expected results?

*Are expected results clearly defined? Is there a logical link between activities and expected results (what activities contribute to the achievement of which result)? Is there a link between activities, results and main goal of the project? **This is primarily determined by an analysis of the log frame. For an adequate assessment of this criteria commission member needs to possess project cycle management skills.***

3.2 How consistent is the overall project design?

Does it reflect problem analysis, risks and context factors? Is evaluation incorporated in the project design? E.g. project proposal should analyze all external and internal factors that could influence project implementation, such as legal requirements and framework, willingness of the local community to take part in activities, etc. Projects which have these elements score more points.

3.3 Is the level of **involvement of partners** satisfactory? **Note: if there are no partners the score will be 1.**

Does the partner selection process clearly define their future involvement in project implementation? Has the expertise of partners been clearly defined and is it clear how this expertise will contribute to the project implementation? E.g. if the project is addressing social inclusion, association of disabled people or a Social protection institute are adequate partners and the project will score more points compared to the project of another organization that does not have such expertise. If the role of the partner organization is not clearly defined and if there is no need for or importance of partnership, the score will be one.

3.4 Are **objectively measurable indicators** included in the project??

*In what way will the results be measured? Indicators need to be simple, measurable, achievable, relevant and time specific. **This is primarily determined through logical framework. For an adequate estimate of these criteria, the evaluator needs to have necessary project cycle management skills. E.g. exact number of participants at trainings, numbers of access ramps, etc.***

4. Sustainability

4.1 Will the activities proposed by the project have **concrete influence** on target groups?

Do project activities and results have long term, positive and concrete influence on defined target group? E.g. the project includes river basin cleaning, but is not addressing the source of pollution, thus it is not sustainable and is given lower points. If the project includes awareness rising of local population, etc. it is evaluated as sustainable and is awarded with higher or maximum points.

4.2 Will the project have **multiple effects**?

Is it possible to apply the same project on other target groups or can it be implemented in other locations? Is it possible to prolong the effects of activities or exchange information on experiences gained during implementation? E.g. the project that proposes involvement of other target groups or different locations in next phases and presents eventual modalities of implementation it could earn higher points.

4.3 Are the expected results of suggested activities **institutionally sustainable**?

Will the structures enabling project activities exist after the project is finished? Will there be a local ownership over project results? E.g. project is proposing establishment of the daycare center for children with special needs. In the case where the Social protection institute will continue to support and manage the Center, the project is deemed institutionally sustainable and is awarded maximum number of points.

4.4 Are the expected results of proposed activities **sustainable**?

Will there be improvement in legal framework, methods and rules of behavior, etc.? e.g. if the gender based violence project incorporates preparation and adoption of a protocol on prevention of gender based violence which will serve as a basic system of cooperation among relevant institutions, such project could earn a maximum number of points.

4.5 Is it likely that the expected long term results will have an influence on local economic conditions and/or quality of life in target areas?

Do project activities improve economic conditions or influence quality of life of chosen beneficiaries and how safely can this be concluded from project proposal? E.g. if the project is addressing poverty reduction through establishment of greenhouse production it improves economic conditions and quality of life of its beneficiaries because it brings income, and it could earn higher number of points.

5. Budget and cost efficiency

5.1 Is the ratio between estimated costs and expected results satisfactory?

Do planned costs enable best value for planned resources? E.g. the project is planning to offer IT education for women from certain area and there are 50 beneficiaries in total, and the plan is to purchase 50 laptops. This kind of planning is not efficient because costs are too high for expected results. The simplest method of estimation is to divide the total budget with the number of direct beneficiaries and compare with planned results. In this example cost per beneficiary is 10.000 KM and the result is a basic IT course. It is clear that ratio between estimated costs and an expected result is not satisfactory and as such cannot be awarded with higher number of points.

5.2 Are suggested costs **necessary** for project implementation?

If we use the previous example, and the budget includes TV sets or a meat processing machines, it is evident that such costs are not necessary for project implementation and can bring minimum points under this criteria.

5.3 Budget?

- is the budget clear and does it incorporate narrative part as well?

E.g. explain the purchase of technical equipment in the narrative part etc.

Narrative part of the budget needs to track the budget, providing explanations for all budget items.

- are administrative and personnel costs under 20 %?

-are CVs and job descriptions enclosed?

Maximum total score

NOTE: UNDER ANY OF THE CRITERIA THE TOTAL SCORE CAN NOT BE LOWER THAN ONE!

ANNEX 1

Municipality XXXXX

Name of the Civil Society Organization: _____

Name of project: _____

Evaluation table

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are applicant and partners sufficiently experienced in project management ?	5	
1.2 Do applicant and partners have sufficient professional capacities ? (specific knowledge in the relevant field)	5	
1.3. Do applicant and partners have sufficient management capacities ? (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the goal and one or more priorities defined in the Public call? Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities .	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, final beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and final beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value , like innovative approach and good practice models?	5	
2.5 Does the project proposal advocate for rights based approach and does it have a positive influence on vulnerable groups? (Promotion of gender equality and women's empowerment, protection of environment, international cooperation, youth, etc.).	5	
3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically corresponds with goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflects analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of partners in project implementation satisfactory? Note: if there are no partners the score will be 1.	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on the other target groups or implementation at the different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are expected results of suggested activities institutionally sustainable ? (will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are expected results sustainable ? (if applicable, name the structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.)	5	
4.5 Is it likely that expected long term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is the ratio between estimated costs and expected results satisfactory?	5	
5.2 Are suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

Name and surname _____ Signature: _____

ANNEX 2

Municipality XXXXX

Name of the Civil Society Organization: _____

Name of the Project: _____

Summary Evaluation Table

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are applicant and partners sufficiently experienced in project management ?	5	
1.2 Do applicant and partners have sufficient professional capacities ? (specific knowledge in the relevant field)	5	
1.3. Do applicant and partners have sufficient management capacities ? (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the goal and one or more priorities defined in the Public call? Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities .	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, final beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and final beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value , like innovative approach and good practice models?	5	
2.5 Does the project proposal advocate for rights based approach and does it have a positive influence on vulnerable groups? (Promotion of gender equality and women's empowerment, protection of environment, international cooperation, youth, etc.).	5	
3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically corresponds with goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflects analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of partners in project implementation satisfactory? Note: if there are no partners the score will be 1.	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on the other target groups or implementation at the different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are expected results of suggested activities institutionally sustainable ? (will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are expected results sustainable ? (if applicable, name the structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.)	5	
4.5 Is it likely that expected long term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is the ratio between estimated costs and expected results satisfactory?	5	
5.2 Are suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

COMMISSION MEMBERS:

REPRESENTATIVES OF THE MUNICIPALITY _____

1. _____

2. _____

REPRESENTATIVE OF CIVIL SOCIETY ORGANIZATIONS (CSO)

1. _____

1. _____

In _____, date ____/____/20__

ANNEX 3

Municipal logo

MINUTES

**From the Evaluation commission session for CSOs project proposals assessment related to the
Public call for submission of project proposals**

The Evaluation commission consisting of representative of the Municipality _____; and
representative of civil society from the same municipality; on ____/____/ 20__, at ____:____, concludes as
follows:

Total number of project proposals: _____

On the basis of the assessment of project proposals and the ranking list, members of the Evaluation
commission propose the following projects for financing:

No.	Name of the organization	Name of the project	Total budget	Total Score

The project proposals marked with an asterisk will undergo minor changes.

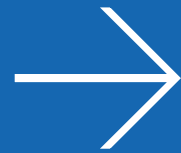
The summary evaluation table is an integral part of the Minutes.

The session was closed on: ____/____/ 20__ at ____:____.

Members of the Evaluation commission:

1. _____, representative of the Municipality _____
2. _____, representative of the Municipality _____
3. _____, representative of civil society sector _____

ANNEX 19. INDIVIDUAL EVALUATION FORM



Municipality: _____

Name of the Civil Society Organization: _____

Project

Name: _____

Evaluation table

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are applicant and partners sufficiently experienced in project management ?	5	
1.2 Do applicant and partners have sufficient professional capacities ? (specific knowledge in the relevant field)	5	
1.3. Do applicant and partners have sufficient management capacities ? (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the goal and one or more priorities defined in the Public call? Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities .	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, final beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and final beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value , like innovative approach and good practice models?	5	
2.5 Does the project proposal advocate for rights based approach and does it have a positive influence on vulnerable groups? (Promotion of gender equality and women's empowerment, protection of environment, international cooperation, youth, etc.).	5	
3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically corresponds with goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflects analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of partners in project implementation satisfactory? Note: if there are no partners the score will be 1.	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on the other target groups or implementation at the different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are expected results of suggested activities institutionally sustainable ? (will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are expected results sustainable ? (if applicable, name the structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.)	5	
4.5 Is it likely that expected long term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is ratio between estimated costs and expected results satisfactory?	5	
5.2 Are suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

Name and surname _____ Signature: _____

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 20. SUMMARY EVALUATION FORM



This form to be printed double-sided!

Municipality: _____

Name of the Civil Society Organization: _____

Project

Name: _____

Summary Evaluation Table

Section	Maximum score	Average score
1. Financial and operational capacity	15	
1.1 Are applicant and partners sufficiently experienced in project management?	5	
1.2 Do applicant and partners have sufficient professional capacities? (specific knowledge in the relevant field)	5	
1.3. Do applicant and partners have sufficient management capacities? (including staff, equipment and capacities for financial management)?	5	
2. Relevance	25	
2.1. How relevant is the project compared to the goal and one or more priorities defined in the Public call? <i>Note: score 5 (very good) can be assigned only if the project is addressing at least one of the priorities.</i>	5	
2.2 Are stakeholders clearly defined and strategically selected (agents, final beneficiaries, target groups)?	5	
2.3 Are the needs of the target group and final beneficiaries clearly defined and does the project address them in the right way?	5	
2.4 Does the project incorporate added value, like innovative approach and good practice models?	5	
2.5 Does the project proposal advocate for rights based approach and does it have a positive influence on vulnerable groups? (Promotion of gender equality and women's empowerment, protection of environment, international cooperation, youth, etc.).	5	
3. Methodology	20	
3.1 Does the plan of activities and proposed activities logically and practically corresponds with goals and expected results?	5	
3.2 How consistent is the overall project design? (especially, does it reflects analysis of identified problems, possible external factors)	5	
3.3 Is the level of involvement of partners in project implementation satisfactory? Note: if there are no partners the score will be 1.	5	
3.4 Are objectively measurable indicators included in the project?	5	
4. Sustainability	25	
4.1 Will proposed activities have concrete influence on target groups?	5	
4.2 Will the project have multiple effects ? (including possibility for application on the other target groups or implementation at the different location and/or extending the effects of the activities as well as exchange of information on the experience gained through the implementation of the project)	5	
4.3 Are expected results of suggested activities institutionally sustainable ? (will the structures that enable project activities exist after the completion of the project? Will there be a local ownership over the project results?)	5	
4.4 Are expected results sustainable ? (if applicable, name the structural impact of implemented activities – improvements of legal frameworks, methods, code of conduct, etc.)	5	
4.5 Is it likely that expected long term results/outcomes will influence local economic conditions and/or quality of life in target areas?	5	
5. Budget and cost efficiency	15	
5.1 Is ratio between estimated costs and expected results satisfactory?	5	
5.2 Are suggested costs necessary for project implementation?	5	
5.3 Budget - is the budget clear and does it include narrative part? (including explanations for technical equipment) - meets the principle that administrative and personnel costs cannot be above 20% of the total budget? - is the budget gender-sensitive? - have CVs and job descriptions been enclosed where applicable?	5	
Maximum total score	100	

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



COMMISSION MEMBERS:

REPRESENTATIVES OF THE MUNICIPALITY _____

1. _____

2. _____

REPRESENTATIVE OF CIVIL SOCIETY ORGANIZATIONS (CSO)

1. _____

2. _____

In _____, date ____/____/20__

ANNEX 21. EVALUATION COMMISSION MINUTES TEMPLATE



Municipal logo

MINUTES

From the Evaluation commission session for CSOs project proposals assessment related to the Public call for submission of project proposals

The Evaluation commission consisting of representative of the Municipality _____; and representative of civil society from the same municipality; on ____/____/ 20__, at ____:____, concludes as follows:

Total number of project proposals: _____

On the basis of the assessment of project proposals and the ranking list, members of the Evaluation commission propose the following projects for financing:

No.	Name of the organization	Name of the project	Total budget	Total Score

The project proposals marked with an asterisk will undergo minor changes.

The summary evaluation table is an integral part of the Minutes.

The session was closed on: ____/____/ 20__ at ____:____.

Members of the Evaluation Commission:

1. _____, representative of the Municipality _____
2. _____, representative of the Municipality _____
3. _____, representative of civil society sector _____

ANNEX 22. RANKING LIST TABLE TEMPLATE



Ranking list of the project proposals from the Civil Society Organization (CSO) received under the Public Call for CSOs in municipality XXX

No	Organization	Project	POINTS	COMMENT
PROJECTS PROPOSED FOR FUNDING				
1				
2				
3				
4				
PROJECTS NOT PROPOSED FOR FUNDING				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				

LEGEND

1	Number of approved projects depends on the total value of the available funds; projects with highest points are approved for funding until the funds have been exhausted.
2	Only the projects with minimum 50 points are considered for funding. * Projects with the budget of above 20,000.00 BAM have to score minimum 75 points in the evaluation process.
3	Second threshold – project is excluded from the further process, if the relevance of the project is insufficiently evaluated.
4	First threshold – project is excluded from the further process, if the financial and operational capacities of the applicant are insufficiently evaluated.
5	Projects did not satisfy technical criteria are disqualified from the process.

Detailed explanations of the legend are contained within the Guidelines for Applicants – Civil Society Organizations (CSO), published within the Public Call for project proposals at the territory of the municipality XXX.

This table has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 23. CSO REPORTING GUIDELINES



Municipal logo

REPORTING GUIDELINES FOR PROJECTS IMPLEMENTED BY CIVIL SOCIETY ORGANIZATIONS

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



1. INTRODUCTION

These guidelines are intended for civil society organizations. The procedures described in the guidelines represent clarifications of the steps to be undertaken pertinent to regular reporting activities during project implementation. Reporting is an important part of the process by which civil society organizations ensure that municipalities receive accurate and timely information on the progress of implementation of projects that are the civil society organizations' response to the priorities within the municipality.

During the implementation of project activities, civil society organizations must ensure the following:

- ☐ Purposeful utilization of funds, in accordance with the conditions of the project proposal representing a response to the Public call published by the Municipality. The Partner organization is obliged to ensure "best value for money", without reducing the quality of results.
- ☐ Application of measures that will ensure that the funds received through the Grant Agreement are utilized efficiently, correctly and in accordance with principles of sound financial management, including the principle of transparency.
- ☐ Provide accurate and timely feedback to the Municipality on project implementation progress as well as potential problems with which the project might be faced during its implementation.
- ☐ Advise on potential problems, thus allowing Municipal Coordinators to assign preventive measures that will ensure proper project implementation and/or safeguarding of the funds.
- ☐ Establish and, if necessary, apply measures with the aim of preventing fraud or other irregularities to protect the financial interest of the donor.

The purpose of these guidelines is to lead a civil society organization through the process of providing feedback on project implementation that has commenced by signing the Grant Agreement. The reporting has two aspects:

- ☐ **Narrative reporting** – descriptive reporting by the grant beneficiary on the implementation progress of the civil society organization's project, implemented in accordance with the Grant Agreement signed with the Municipality. This type of reporting relates to the progress in achieving results as defined in the Agreement. Narrative reporting also clearly describes activities implemented in accordance with the Activity Plan.
- ☐ **Financial reporting** – financial expenditures of the grant beneficiary (civil society organization) that are in line with the activity implementation stage and in accordance with the approved budget from the Grant Agreement.

Depending on the phases of activities implementation, four different types of reports are foreseen:

1.1 Regular bi-monthly reports;

1.2 Report submitted with the request for payment of the following tranche – Progress report;

1.3 Final report;

1.4 Exception report (upon special request).

It is mandatory to properly archive these reports.

Each report is delivered to the email address of the Municipal Coordinator.

1. 1 Bi-monthly reports on the project implementation progress

In order to comply with the signed Grant Agreement as it pertains to the periodic reporting rules, it is mandatory to regularly submit narrative and financial reports that will allow monitoring of the project implementation dynamics and financial activities of the civil society organization.

Reporting represents timely and systematic information sharing on project implementation progress in predefined time intervals (in this instance, bi-monthly intervals). The e-versions of bi-monthly reporting forms are herewith enclosed.

Reports should contain concise information that will allow municipal officers involved in the project implementation to determine the progress achieved during the reporting period.

Organizations are requested to pay attention to the results specified in the Grant Agreement, which have been adopted from the proposed Log-frame matrix. The basis of the report should include following information:

- ☐ Progress in achieving expected results?
- ☐ Level of results' compliance with the project purpose? (it is important to emphasise quality of achieved results along with quantity definition)
- ☐ Activities implemented during the reporting period that allowed results achievements?
- ☐ Linkage between the costs and project implementation?
- ☐ Extent and manner in which the implementation hitherto follows dynamics from the project proposal?
- ☐ Envisaged and actual level of goals realization as they pertain to the project's key interest groups?
- ☐ Activities planned for the forthcoming period?
- ☐ Potential risks prediction?
- ☐ Time-frame for the next reporting?

Information received from the bi-monthly reports prepared by the civil society organization (including financial reports) will serve as an indicator on how successful the organization is in implementation of specified results.

Bi-monthly reports contain:

- ☐ **Narrative report:** enclosed herewith is the form of a narrative report on the project implementation to be used for narrative bi-monthly reporting. This form will be used for each bi-monthly report during the project implementation. Each following report will be a cumulative report and will pertain to the activities implemented during the bi-monthly period as well as during the entire duration of the project implementation.
- ☐ **Financial bi-monthly report:** cumulatively covers the costs arisen during the reporting period. Approved version (Excel table) of the budget will be used for **financial reporting**, by means of adding two additional columns: spent and balance. An up-to-date table has to be sent with each bi-monthly report.

Remark:

*Reports submitted due to changes of implementation dynamics have to contain explanations of the reason that have caused the mentioned changes, as well as the **corrective measures** if required. Corrective measures are proposed by the civil society organization when it becomes apparent that the project cannot be implemented in compliance with the dynamics from the Activity plan. Apart from providing rationale on the delays in activities or results implementation, the civil society organization will propose measures to be taken in order to have the original Activity plan back on track. **If the activities are subject to major delays, the civil society organization has to submit revised Activity plan alongside the narrative report.***

Municipal coordinator/officer will consider acceptance of the revised plan and assist with advices so that the partner can undertake all necessary measures to bring the project implementation back on track.

1.2 Report submitted with the request for payment of the following tranche – Progress report

As defined in the Grant Agreement, funds are paid in percentages based on the following principle:

- ☐ 50 % immediately upon signing the Agreement;
- ☐ the following 40% after the **progress report** shows that the organization has spent more than 80% of the funds received upon signing the Agreement.

The funds (50% of approved budget, paid upon signing the Agreement) paid to the organization's bank account are foreseen for 3 to 4 month of successful project implementation, based on the project budget and envisaged project activities. When the organization has spent a minimum 80% of the funds received, through the implementation of the project activities, it can submit request for the second tranche.

Organizations are obliged to ensure uninterrupted project implementation through correct planning of available funds and to timely submit request for payment of the second tranche. The following 40% of funds is paid after the report shows that the organization has spent a minimum 80% of the amount received upon signing the Agreement.

The Request for payment of the second tranche contains:

- ☐ **Narrative report**, covering cumulatively the period of project implementation from the beginning to the date when the organization qualifies for submitting the Request for payment of the second tranche. This applies only if the Request coincides with a regular (bi-monthly) report. In this case, the organization does not have to submit regular bi-monthly report – it is replaced by the Progress report.
- ☐ **Financial report** – an up-to-date Excel table with information on spending a minimum 80% of the first tranche.
- ☐ **Request for payment** – only the first payment is done without the request, i.e. immediately upon signing the Agreement. The second tranche has to be requested in writing, in the form of short letter (for example: "Considering the fact that we have spent ...% of the funds received, we

herewith submit the request for payment of the following tranche...”), signed by the authorized officer, stamped and dated. Request for payment is an integral part of the report confirming the expenditures and justifying the subsequent payment.

The Receipt of the Request for payment will always result in the visit to the organization, so as to confirm the information received in the Request for payment. The Monitoring team will conduct field visits, and verify conformity of the activities implementation and expenditures with the received report. After the completion of the field visit, the Monitoring team will prepare the monitoring report and either give a recommendation for payment of the second tranche or provide advice on how to overcome concrete problem, if any.

The Monitoring team will appraise the project implementation progress, confirm implementation of envisaged results and the level of their accomplishment, confirm content of received reports, identify potential problems or departure from basic goals, and if necessary assist the implementing partner in correcting possible issues.

During the Monitoring visit, the following will be confirmed:

Technical monitoring:

- ☐ Project location, objects (buildings, equipment) available as described in the project proposal;
- ☐ Staff available as described in the project proposal;
- ☐ Qualitative and quantitative implementation of activities described in the Agreement (calendar, delays, goals, indicators achievements, verification sources);
- ☐ Up-to date statistical, gender desegregated data;
- ☐ Appropriately completed project documents;
- ☐ Issues, difficulties.

Financial monitoring:

- ☐ System for financial and administrative monitoring of the project in place;
- ☐ System that allows verification of expenditures for women/men and girls/boys;
- ☐ Criteria for costs relevance (have to be a part of the Agreement’s budget) and evidence of expenditures (invoices, receipts, etc. The audit will be done in the organization).
- ☐ Correct procedures for procurement of goods and services; is the utilization of the purchased equipment in compliance with the original intent, etc.

Upon the field visit, a copy of the Monitoring Report will be submitted to the partner. The implementing partner can submit its comments or agree with the Report. Differences of the opinion have to be resolved as soon as possible and the Report can be subject to change, if necessary. An additional visit is also a possibility, should the circumstances dictate. *A positive Report signed by the Monitoring team and the grant beneficiary is a precondition for second tranche payment.*

Upon completion of monitoring, the Municipal Coordinator is obliged to submit the Financial Report Form to the civil society organization. The Form or **Annex B** is integral part of the Grant Agreement. The Municipal Coordinator will update the Form and harmonise it with data from the Financial Report submitted by the organization. The Form will thereafter be stamped, dated and signed by the

organization's authorizing officer. *This Form serves as an additional Financial Report alongside the Request for second tranche payment.*

The field visits have to be performed in a constructive manner, without disturbing activities of the grant beneficiary. Implementation partners should perceive the visit not only as an audit but as assistance in strengthening the quality and effectiveness of project implementation.

1.3 Final Report

In accordance with the Grant Agreement, the last 10% of the grant will be transferred to the beneficiary's bank account upon receiving the Final Report. The maximum amount of funds that can be transferred is up to 10% of the total grant amount, and it applies only for those expenses that have proper evidence (invoices, etc) and are foreseen in the budget. The amount from the approved budget represents a maximum that can be paid to the beneficiary, and the beneficiary will receive only the remainder of the funds which are properly documented. The forms for the Final Report have to be submitted in a timely manner.

To further the Grant Agreement, the organization is obliged to submit the **Final Report** within fifteen (15) days of the project completion. This report has to sum-up the results achieved during the implementation and confirm that the targets have been met.

Through a detailed report on the results achieved and their influence on direct beneficiaries and the local community, the organization will confirm the issues resolved by the project implementation. The results achieved and the overall impact of the project need to be assessed by the impact of the project on the target group and minority groups, analysing every time the special impact on men/women and boys/girls and emphasising the manner in which the less represented sex was involved in the project implementation. This report also has to include any specific influences of the project implementation that have not been foreseen in the project proposal and that have been directly connected with the activities.

It is necessary to compare and analyse all achieved results with those from the project proposal, as well as to record progress in each achieved target or goal.

Together with the Final Financial Report, the organization is obliged to submit folders with the original invoices incurred during the project implementation, based on which the Report had been prepared.

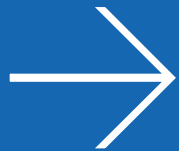
Upon review of all reports and documentation audits, and not later than fifteen (15) days until receipt of the report, the Monitoring team will organize the final project implementation monitoring.

If the monitoring report is positive, The Municipal Coordinator is obliged to submit the Financial Report Form (**Annex B**) to the civil society organization. Prior to that, the Municipal Coordinator will update the Form and harmonise it with data from the Final Financial Report submitted by the organization. The Form will thereafter be stamped, dated and signed by the organization's authorizing officer.

This Form serves as the Financial Report based on which the final tranche payment will be performed.

The responsible person from the organization should contact the Municipal Coordinator if any further information is required and/or if you have any questions that have not been covered by this document.

ANNEX 24. PERIODIC PROGRESS NARRATIVE REPORT



Municipal logo

Progress Report

Reporting period	FROM (date)	TO (date)

Name of the organization:	
Address:	
Phone:	
Fax:	
E-mail:	
Person in charge of Progress Report:	
Project Staff (included in the Budget)	

Project Identification:

Name of the Project:	
Location:	
Beginning of the Project:	
End of the Project:	

<u>Participants/Beneficiaries</u>	<u>Capacity building/Training</u>
--	--

No of women:		No of women:	
No of men:		No of men:	
No of children, boys/girls:		No of children, boys/girls:	

Budget and Finances

Total Budget (approved):	
Funds transferred so far:	
Contribution of the Applicant (if applicable):	
Project costs:	

This document has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH

1. Summary of the Report

Please describe activities, project results and provide other relevant information (maximum one page)

1.1 Implemented activities

Describe activities implemented during the reporting period. (Provide explanation in case there were some changes to the approved plan. If some activities are delayed, please attach a revised Plan of activities).

1.2 Results and activities

Describe the degree to which the goals in the Agreement were accomplished during this reporting period. (According to the Agreement, please insert data in the table and indicate cumulative achievement per each of the set goals).

1.3 Project impact

Describe the impact of the Project implementation to date, on beneficiaries or wider community, including whether the project implementation had different impact on women/men, girls/boys and describing such impact.

1.4 Involvement of the Local Self-governance Unit

List the positive examples of local governance administration involvement in the Project implementation.

2. Difficulties/Problems

Please describe unexpected difficulties/problems encountered during Project implementation as well as measures undertaken to mend/solve these difficulties/problems.

3. Lessons learned

Provide all additional information relevant for this report and/or lessons learned during the reporting period.

4. Activities planned in the next reporting period

Provide activities from Your Timeframe that will be implemented in the following period.

Signature of the person in charge of the Report: _____

Date: _____

ANNEX 25. PERIODIC FINANCIAL REPORT



Municipal logo

PERIODIC EXPENDITURE REPORT

Project number: Name of the Project

Name of the Project: _____

Name of the organization [Short name]: _____

Total Budget as stipulated in the Agreement: _____ Agreement signed on: _____

FOR PERIOD FROM _____ TO _____

Describe the costs category	Initially approved budget	1. Tranche	Costs	Balance
Human resources/work				
Trainings/seminars/workshops				
Contracts				
Equipment/Furniture				
Others (specify)				
Various				
Total				

Total approved funds: _____

Funds transferred so far: _____

Total costs: _____

Requested funds: _____

Balance (if applicable): _____

Funds to be transferred to the Beneficiary account: _____

Date:

Authorized person:

Approved by:

Representative _____ [Short name]

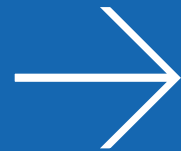
Representative _____ [Short name]

Organization _____ is responsible for collection and insurance of the accompanying documentation and information pertinent to the Agreement on the request issued by the Municipality _____.

This document has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 26. FINAL NARRATIVE REPORT



Municipal logo

Final Report

Submitted on :

Reporting period	FROM (date)	TO (date)

Name of the organization:	
Address:	
Phone:	
Fax:	
E-mail:	
Person in charge of Progress Report:	
Project Staff (included in the Budget)	

Project Identification:

Name of the Project:	
Location:	
Beginning of the Project:	
End of the Project:	

<u>Participants/Beneficiaries</u>	<u>Capacity building/Training</u>
--	--

No of women:		No of women:	
No of men:		No of men:	
No of children, boys/girls:		No of children, boys/girls:	

Budget and Finances

Total Budget (approved):	
Funds transferred so far:	
Contribution of the Applicant (if applicable):	
Project costs:	

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



1. Summary of the Report

Please describe activities, project results and provide other relevant information (maximum two pages).

1.1 Implemented activities:

Describe all activities implemented during the implementation of the Project.

1.2 Results and activities

Describe the level to which goals provided in the Agreement were accomplished. (According to the Agreement, please insert data in the table and indicate cumulative achievement in each of the set goals).

Goals	Baseline	Proposed	Achieved

1.3 Project impact

Describe the impact of the Project implementation on beneficiaries or wider community, including whether the project implementation had different impact on women/men, girls/boys and describing such impact.

1.4 Involvement of the Local Self-government Unit

List positive examples of local governance administration involvement in the Project implementation.

2. Difficulties/Problems

Please describe unexpected difficulties/problems encountered during Project implementation as well as measures undertaken to mend/solve these difficulties/problems.

3. Lessons learned

Provide all additional information relevant for this report and/or lessons learned during the implementation.

Signature of the person in responsible for the Report: _____

Date: _____

ANNEX 27. FINAL FINANCIAL REPORT



Municipal logo

FINAL EXPENDITURES REPORT

Project number: Name of the Project

Name of the Project: _____

Name of the organization [Short name]: _____

Total Budget as stipulated in the Agreement: _____ Agreement signed on: _____

FOR PERIOD FROM _____ TO _____

Describe the costs category	Initially approved budget	20__	20__	Total	Notes
Human resources/work					
Trainings/seminars/workshops					
Contracts					
Equipment/Furniture					
Others (specify)					
Various					
Total					

Total approved funds: _____

Funds transferred so far: _____

Total costs: _____

Requested funds: _____

Balance (if applicable): _____

Funds to be transferred to the Beneficiary account: _____

Date:

Authorized person:

Approved by:

Name and Surname

Name and Surname

Representative _____ [Short name]

Representative _____ [Short name]

Organization _____ is responsible for collection and assurance of the accompanying documentation and information pertinent to the Agreement on the request issued by the Municipality _____.

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 28. PROJECTS IMPLEMENTATION MONITORING GUIDELINES



Guidelines: Purpose, Scope and Rules for Monitoring Visits

Introduction

Transparent disbursement of funds to civil society organizations (CSO) supported by the LOD Methodology implies contractually defined support to CSOs through clearly specified rights and obligations. Such type of support includes control and supervision conducted through monitoring project activities. Thus, this document provides guidelines for officers in charge of monitoring the Grant Agreements and formalizes the process of monitoring CSO projects. Municipal officers can use these guidelines while conducting monitoring. The aim of the guidelines is to provide practical and formal framework for monitoring the quality and financial aspect of project implementation.

Considering the overall goal of Bosnia and Herzegovina towards EU accession, and the availability of pre-accession funds, it is important to make a link between monitoring guidelines and the practices of the EU (Monitoring Manual for EU Grants). Adopting these monitoring guidelines into common operations practice will bring BiH local self-governance units one step closer to a greater chance of absorption of resources from the EU accession fund, ultimately resulting in the further development of its cooperation and coordination with the civil sector. These guidelines are also based on the monitoring practices by UNDP SUTRA Program, UNDP ILDP, and UNDP LOD Project.

The main objectives of project monitoring are:

- To verify purposeful utilization of funds and compliance with the financial and non-financial terms of the Grant Agreement, thus ensuring “best value for the money”.
- To implement measures that will ensure that the funds received through the Grant Agreement are utilized efficiently, correctly and in accordance with principles of sound financial management, including the principle of transparency.
- To implement measures that allows and directs the project implementation towards principles of rights-based approach and gender equality.
- Ensure regular feedback to municipal coordinators/officers.
- To determine whether the progress to date shows any areas of concern, thus enabling the Monitoring Team to propose a corrective action which will ensure the safeguarding of the funds.

Establish and apply the necessary measures, when applicable, to prevent fraud or other irregularities to protect the financial interests of the donor.

Monitoring project implementation is focused on two aspects:

- **Result oriented monitoring** - the grant beneficiary's progress in implementing the project in accordance with the grant contract; quality monitoring is done mainly against project work plan and against indicators provided in the log-frame.
- **Financial monitoring** - the grant beneficiary's financial compliance with objectives and budget established in the Grant Agreement; financial utilization in accordance with agreed utilization dynamics.

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



Project monitoring is a process of project verification to ensure that the project is implemented in accordance with the agreed plan and that it fulfils planned objectives. It is an integral part of project cycle management and offers information based on which it is possible to determine achievements, issues and risks, and offer solutions aimed at completion of the overall project goals.

The main supporting documents in the monitoring process are project proposal, project progress reports, logical framework, work plan and the budget. The monitoring team will use these documents as a reference to assist in the situation assessment.

The following are the basic areas of interest for any monitoring mission:

- Does the project address the real needs in line with the project proposal or is it adjusted to new circumstances? (Project relevance and quality of project design)
- What activities are implemented at the moment and what is the progress achieved during specific time-period? Is implementation in line with the work plan (WP)? (efficiency)
- What is the relation between the resources and expenses and project implementation progress (efficiency of funds utilization, dynamics of expenditures should follow the installment schedule)?
- What are the results achieved? What is the progress towards achieving the results? Is this in line with the WP and the budget? Cost/benefit assessment? (effectiveness)
- What are the impacts on men and women, boys and girls? Are the impacts different depending on the sex? Can gender equality and women empowerment be strengthened during project implementation? (gender equality and inclusiveness)
- Does the project and its activities unintentionally disregard a minority group? What activities can be undertaken to improve participation?
- To what degree do results contribute to the project purpose? (Potential impact).
- Will the results of the project have a long-term effect and who will take over the ownership of future activities? Are financial and operational arrangements for continuation of project in place? (sustainability)
- Are there any risks or issues that can affect the project implementation? (Proposal of corrective measures or contingency plans – provision of recommendations for improvement of project in terms of better design, better efficiency, better effectiveness, greater potential impact, better sustainability).

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



Purpose of the monitoring field visits

Monitoring field visits enable the municipal monitoring commission/team to measure the progress of project implementation, verify delivery of outputs and achievement of results, verify received written reports, identify possible bottlenecks and divergences from the main course of action (a integral part of monitoring of activities and results is monitoring of risks and assumptions) and assist the implementing partner in correction of errors. Verification ensures that the above mentioned project components are done against the indicators set at the beginning of each project.

Monitoring relies on information obtained from the progress report (including **financial reports**) prepared by the grant beneficiary, and on information collected through **site visits and stakeholders' interviews**, taking into consideration the full inclusion of both sexes. Site monitoring visits and interviews are required in order to physically observe and record the quality and financial progress in comparison to the content of the grant beneficiaries' reports. Other means of monitoring (telephone calls, email, fax) are also encouraged in order to maintain continuous communication during project implementation, however on-site monitoring visits remain the most important aspect of monitoring.

Observations made during the monitoring process are recorded in the monitoring report that is used for the subsequent analysis and follow-up visits. These reports assist CSO project managers in making timely decisions and completing projects as planned.

Monitoring team members use the following documents as a reference when conducting monitoring visits:

- ☐ The project proposal (including LFA, plan of activities and budget breakdown);
 - ☐ The information from the Agreement;
 - ☐ The submitted narrative and financial reports.
- All these documents will help the monitoring team in preparation of a monitoring report.

Who will perform monitoring visits?

The municipal monitoring team performs the monitoring of projects financed through Grant Agreements.

No less than two (2) persons conduct monitoring field visits, at least one municipal officer in charge of cooperation with CSOs and one officer experienced in the field of finances. It is recommended to also include a municipal officer in charge of gender equality and to pay attention to gender representation of the monitoring team.

When will be monitoring visits performed?

As a general rule, monitoring visits for each project will be conducted after receiving a narrative report and approval of the narrative and financial report.

However, monitoring visits do not ultimately depend on receipt of reports. On the contrary, the monitoring visits may occur on an ad-hoc basis, if monitoring team members deem them necessary due to implementation of important activities or delivery of outputs, or if there is a high risk involved in the project implementation. It is recommended that the initial monitoring visit is conducted within the initial stage of project implementation (prior to first reporting) so as to timely apply potential corrective measures.

In any case, unless the duration of the project is more than 12 months, a minimum of three monitoring visits of the projects implemented by the local CSOs are required (under the assumption that the funds are paid in 3 instalments):

1st visit of the monitoring team: requires submission of the narrative and financial report, for the first phase of the project and utilization of at least 80% of funds transferred in the first tranche. The purpose of this monitoring visit is to verify the information from the narrative and financial report and to inspect result achieved during this project phase. The initial monitoring visit will also confirm that the project running in accordance with the project proposal and contains all important technical and administrative elements that ensure proper implementation.

2nd visit of the monitoring team: requires the submission of the narrative and financial report for the second phase of the project, and utilization of at least 80% of the funds transferred in the second tranche. Purpose of this monitoring visit is to verify the information from the narrative and financial report and to inspect result achieved during the second project phase.

3rd visit of the monitoring team: requires submission of the final narrative and financial report. Monitoring team members will verify all the information contained in the reports and physically (if applicable) confirm all project results.

All field monitoring visits need to be announced to the implementing organizations, advising the implementing organizations to adequately prepare all necessary documentation and equipment for examination.

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



Monitoring approach

Monitoring field visits consist of three phases described below:

Phase	Content
1. Preparation for the monitoring field visit (Desk review and preparation of the visit schedule, arranging meetings – requires time management)	<ul style="list-style-type: none"> ▪ Review of the project proposal, specifically LFA, plan of activities and budget; ▪ Review of the progress report (if applicable); ▪ Review of other project's outputs/deliverables ▪ Analysis of achieved vs. planned, and preparation of notes for the field visit; ▪ Phone call to implementing organization to discuss discrepancies, if any; ▪ Scheduling field visit.
2. Monitoring field visit	<ul style="list-style-type: none"> ▪ Two types of monitoring: Results-oriented and Finance monitoring; ▪ For results-oriented monitoring, examine actual quality of each activity (visit the site where activity took place, meet stakeholders) and each result achieved, inspect purchased and installed equipment, etc. ▪ For finance monitoring, inspect all invoices against the disbursement plan and budget. Compare to services or equipment purchased. ▪ Request information on gender representation and women empowerment (number of men and women that participated in the activities thus far, utilization of communication activities to fully involve women into the work, attention to and adjustment of the time convenient for women's participation, etc.¹) ▪ Request additional explanations if necessary. Record all discrepancies, if any. ▪ Determine precise deadline for the completion of next activities.
3. Reporting on the monitoring visit	<ul style="list-style-type: none"> ▪ Complete monitoring field visit report (as per template provided). The report should contain issues and risk log. ▪ Communicate the implementation progress to the implementing organization and record any corrective measures to be taken. ▪ Complete general monitoring field visit log (a form that tracks each monitoring visit). ▪ Write up recommendations for improvement (if any). ▪ Provide project with feedback/response sheet template.

¹ A list of questions is enclosed as Annex.

The following are the detailed steps necessary for completion of a monitoring field visit:

Pre-requisite: Create beneficiaries` contact database and CSOs projects` monitoring tool

Step 1	Description	Responsible
Create beneficiaries` contact database and CSOs projects` monitoring tool	<p>Create a database with contact information for beneficiaries, as well as joint e-mail group for easier communication by the team (data on gender required).</p> <p>Create a joint electronic monitoring tool, which captures status of payments for each project and registers the submission of financial and narrative reports.</p> <p>Create projects per Monitoring Coordinator Work Plan – this needs to be created centrally – matrix of who needs to be where and when in the project cycle – as well as indication of the monitoring visit frequency (1st, 2nd, 3rd visit...)</p>	Municipal officer in charge of CSOs in LSU

Step 1: Receipt of narrative and financial reports for the completed project phase

Step 1	Description	Responsible
Beneficiaries submit narrative and financial reports for the completed project phase	<p>Each project beneficiary submits its narrative and financial report to the Municipality after completing at least 80% of the planned project activities for the specific project phase.</p> <p>Municipal monitoring team reviews and clarifies narrative report and reviews and clarifies financial report with the beneficiary (if necessary). Municipal monitoring team ensures all stated information is results-based, measurable and linked to the desired project results defined in the Grant Agreement.</p>	Municipal monitoring team

Step 2: Organising the monitoring field visit

Step 2	Description	Responsible
Organising the monitoring field visit	<p>Once both narrative and financial reports are internally clarified, the monitoring field visits can be organized.</p> <p>Municipal officer in charge of CSOs contacts each beneficiary and schedules the visits, taking into account availability of beneficiaries as well as internal Rules and Regulations for field visits. Monitoring field visits need to be scheduled at least one week in advance.</p>	Municipal officer in charge of CSOs in LGU

These guidelines have been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



ANNEX 29. TEMPLATE MONITORING TEAM REPORT



Municipal logo

Monitoring Team Report

Name of the organization:	
Name of the Project:	

Previous risk level:	
Current risk level:	
Previous implementation grade:	
Current implementation grade:	

Visit no.	Date	Type of visit (regular, ad hoc, interim, final)
1		
2		
3		
4		
Next:		

Risk level

A=no risk, B=minor risk, C= high risk, D= very high risk

Implementation assessment scale

Descriptive grades have the following meaning: 1 – insufficient, organization has not met majority of set requests and results; 2 – sufficient, organization has met requests/results in a measure sufficient for positive grade; 3 –good, organization has met all expectations with satisfactory quality of work; 4 – very good, organization has met all results with high quality of work and/or has exceeded expectations; 5 – excellent, organization exceeds expectations in project implementation and in quality of work and level of professionalism.

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



I IDENTIFICATION OF THE ORGANIZATION

Name of the organization			
Address			
Phone		Fax	
e-mail			
Person in charge			
Authorized person			

II PROJECT IDENTIFICATION

Name of the Project			
Beginning of implementation		End of implementation	
Total budget:	Co-financing:	Funds according to GA:	
Funds transferred so far: KM	Number installments:	of	Project costs: KM
Balance (account): KM			

III REPRESENTATIVES OF THE CSO PRESENT DURING MONITORING VISIT

Name and surname	Sex	Function in the organization

(Filled on the basis of personal impression and information compiled in the field)

IV General part

1. Is all relevant project documentation available and kept in line with prescribed standards?
 - 1.1 Is all relevant project documentation related to implementation available (Project proposal, Agreement, Annexes to the Agreement, Budget, and all eventual changes to the Budget)?
 - 1.2 Is all correspondence related to the project proposal (including fax transcripts and emails) and all correspondence related to eventual changes to the original project proposal and budget available?
 - 1.3 Project budget and invoices/receipts (kept in a separate folder containing documentation on incurred costs in a chronological order and archived within the corresponding category. Costs need to be in line with the approved budget).
 - 1.4 Accompanying documentation created during implementation (e.g. documentation from seminars, trainings, round tables, workshops, gender disaggregated lists of participants, all final versions of promotional materials).
 - 1.5 Is documentation related to project staff (CVs, job descriptions in line with agreed plan of activities and project proposal) available?
 - 1.6 Equipment (technical specification, documentation guaranteeing that equipment was purchased in line with guidelines, receipts and guarantees, confirmations about hand over of the equipment, inventory stickers in place).
2. Describe qualitative and quantitative implementation of the activities described in the agreement (compliance with the timeframe, eventual delays, indicators, outcomes, level of achievement of indicators). Graded on the basis of information provided in the civil society organization report.
 - 2.1 What activities are implemented currently and what progress has been achieved against planned activities and log frame?
 - 2.2 Have expected results been reached compared to the log frame and expected goals table attached to the Grant Agreement?

2.3 To what measure are results in line with the main goal of the project?

2.4 Were there any changes to the project? Are assumptions listed in the log frame correct?

2.5 Are there any difficulties, obstacles or problems (activities in risk)?

Activity	Status	Possible difficulties

3. Incorporating gender equality and women empowerment into the project implementation

3.1 Are all data gender disaggregated?

3.2 Is one of the sexes less represented in the project implementation and, if yes, why?

3.3 Are municipal gender officers involved in the project implementation and, if yes, in which manner?

3.4 Does the project support and utilize gender sensitive communication (when communicating with media, partners, municipality)?

3.5 What effect has had the project on men/women and boys/girls?

Recommendations of the Monitoring team:

--

V Financial part

1. Have all recommended procedures for book keeping and storing of project documentation been followed?
2. Is quality of administration managing the project at the satisfactory level?
3. Is book keeping performed in the organization and what is the general impression about financial management?
4. Is the quality of financial operations in line with requests?
5. Have you noticed any discrepancies, illogical acts or illegal actions in financial sector? If yes, describe eventual problems in detail.
6. Are funds spent in line with the proposed budget and good practices of financial management?
7. Are all costs program justified?
8. Were there any costs that had not been approved by the budget? If Yes, from what sources were they covered? If not, has the organization requested permission for covering additional costs?

Recommendations of the Monitoring team:

--

VI Achievements according to the goals set in Grant Agreement

GOALS	BASELINE	Proposed	Achieved

VII Partnership (role of partners in the implementation)

--

VIII Project promotion (visibility)

--

Monitoring of changes and influence at personal level and at partner level
(fill in only during the final visit)

Grade: A–excellent; B–good; C–problematic; D–unacceptable	A	B	C	D	Comment made by the team	Comment made by the implementing organization
DEVELOPMENT OF THE PARTNER						
To what degree has the project influenced capacity building of partners?						
To what degree has the project influenced participation of citizens in project implementation?						
To what degree has the project influenced the relation between partners and local governance?						
To what degree the project has influenced specific knowledge of partner (related to the project theme)?						
INDIVIDUAL DEVELOPMENT						
To what degree has the project has influenced you personally?						
To what degree has the project influenced the strengthening of your personal capacities?						
To what degree has the project influenced Your knowledge about the theme addressed by the project?						
To what degree the project has influenced gaining new experiences during implementation?						
To what degree has the project influenced your cooperation with the governance sector and business actors in your municipality?						
To what degree has the project influenced your managerial skills?						
How did the project influence Your knowledge about the following concepts:						
Preparation of Project proposal?						
Implementation of procedures in line with local legal framework?						
Influence of the project to your cooperation with the municipal monitoring team?						
Your project implementation skills?						
Your cooperation with other levels of governance? (e.g. state, entity, cantonal)?						

LOCAL IMPLEMENTATION MONITORING TEAM:

Municipal team:

_____	_____	_____
(Name and Surname)	(Signature)	(Date)

_____	_____	_____
(Name and Surname)	(Signature)	(Date)

Beneficiary:

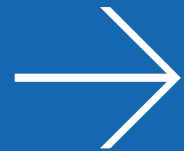
_____	_____	_____
(Name and Surname)	(Signature)	(Date)

Date: ____/____/20__

Approved by:

_____	_____	_____
(Name and Surname)	(Signature)	(Date)

ANNEX 30. FINAL REPORT ON CSOs PROJECTS TEMPLATE



Municipal logo

Final Report

CSOs Project Activities

This form has been prepared in accordance with the LOD Methodology for Allocation of Funds to Civil Society Organizations in BiH



Content

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Results and activities in accordance with the CSO's Final report:	8
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I GENERAL INFORMATION ON CSOs ACTIVITIES IN THE MUNICIPALITY XXXXX

Summary	
Number of projects implemented by the Civil Society Organizations (CSOs):	
Total planned and approved funds:	
Total allocated funds:	
Total percentage of funds utilization:	
Thematic areas:	1. xxxxxxxx
Partner organizations:	
Municipal contact person:	

1. INTRODUCTION

On the Public Call and priority areas, budget lines, etc.....

1.1 Public Call for Civil Society Organizations (CSOs)

On the Public Call – who, when, value, number of applications, evaluation method and process, etc.....

1.2 Monitoring of the Civil Society Organizations' (CSOs) projects

Monitoring of the CSOs projects was based on the information received from the grant beneficiaries' Progress reports (including financial reports) and performed my means of **the field visits**.

Total number of performed monitoring field visits at the territory of the municipality is: 21.
Through the field visits to the Civil Society Organizations the following questions on the projects implementation have been answered:

- a) Implemented activities?
- b) Level at which the resources and costs are related to the projects?
- c) Have the expected results been achieved?
- d) At what level are the results in relation to the project goal?

Subsequent sections of the report contain information on each individual implemented project. Report on the implementation of each individual CSO project is concluded with the final evaluation of the monitoring coordinator. The given grades range from 1 to 5, where the lowest grade is 1 and the highest is 5. Descriptive grades have the following meaning: 1 – insufficient, organization has not met majority of set requests and results; 2 – sufficient, organization has met requests/results in a measure sufficient for positive grade; 3 – good, organization has met all expectations with satisfactory quality of work; 4 – very good, organization has met all results with high quality of work and/or has exceeded expectations; 5 – excellent, organization exceeds expectations in project implementation and in quality of work and level of professionalism.

II OVERVIEW OF INDIVIDUAL CSOs PROJECTS

Project 1.

Organization:			
Address:			
Telephone:			
Fax:			
E-mail:			
Person responsible for the Progress report:			
Project name:			
Location:			
Commencing date of the project implementation:			
End date of the project implementation:			
Participants/ Beneficiaries		Capacity development/ Training	
No of women:		No of women:	
No of men:		No of men:	
No of children, boys/girls:		No of children, boys/girls:	
Total approved project budget:			
Total project's expenditures:			
Percentage of funds utilization:			

Results and activities in accordance with the CSO's Final report:

XXXXXXXX

Final commend and evaluation of the Monitoring coordinator:

XXXXXXXX

Grade: X

Project 2.

Organization:			
Address:			
Telephone:			
Fax:			
E-mail:			
Person responsible for the Progress report:			
Project name:			
Location:			
Commencing date of the project implementation:			
End date of the project implementation:			
Participants/ Beneficiaries		Capacity development/ Training	
No of women:		No of women:	
No of men:		No of men:	
No of children, boys/girls:		No of children, boys/girls:	
Total approved project budget:			
Total project's expenditures:			
Percentage of funds utilization:			

Results and activities in accordance with the CSO's Final report:

XXXXXXX

Final commend and evaluation of the Monitoring coordinator:

XXXXXXX

Grade: X

Project 3.

Organization:	
Address:	
Telephone:	
Fax:	
E-mail:	
Person responsible for the Progress report:	
Project name:	
Location:	
Commencing date of the project implementation:	
End date of the project implementation:	
Participants/ Beneficiaries	
No of women:	
No of men:	
No of children, boys/girls:	
Total approved project budget:	
Total project's expenditures:	
Percentage of funds utilization:	

Capacity development/ Training	
No of women:	
No of men:	
No of children, boys/girls:	
Total approved project budget:	
Total project's expenditures:	
Percentage of funds utilization:	

Results and activities in accordance with the CSO's Final report:

XXXXXXXX

Final commend and evaluation of the Monitoring coordinator:

XXXXXXX

Grade: X

Project 4.

Organization:			
Address:			
Telephone:			
Fax:			
E-mail:			
Person responsible for the Progress report:			
Project name:			
Location:			
Commencing date of the project implementation:			
End date of the project implementation:			
Participants/ Beneficiaries		Capacity development/ Training	
No of women:		No of women:	
No of men:		No of men:	
No of children, boys/girls:		No of children, boys/girls:	
Total approved project budget:			
Total project's expenditures:			
Percentage of funds utilization:			

Results and activities in accordance with the CSO's Final report:

XXXXXXX

Final commend and evaluation of the Monitoring coordinator:

XXXXXXX

Grade: X

Project X.

Organization:	
Address:	
Telephone:	
Fax:	
E-mail:	
Person responsible for the Progress report:	
Project name:	
Location:	
Commencing date of the project implementation:	
End date of the project implementation:	
Participants/ Beneficiaries	Capacity development/ Training
No of women:	No of women:
No of men:	No of men:
No of children, boys/girls:	No of children, boys/girls:
Total approved project budget:	
Total project's expenditures:	
Percentage of funds utilization:	

Results and activities in accordance with the CSO's Final report:

XXXXXXX

Final commend and evaluation of the Monitoring coordinator:

XXXXXXX

Grade: X

This publication has been produced within the project “Reinforcement Local Democracy III - LOD III”, implemented by United Nations Development Programme (UNDP) and funded by the European Union from the Instrument for Pre-Accession Assistance (IPA) in the amount of 2 million EUR. The contents of this publication are the sole responsibility of UNDP and can in no way be taken to reflect the views of the European Union.