



Bosnia and Herzegovina

**Rights-based Municipal Development Programme
RMAP_2006**

IMPLEMENTATION MANUAL

2007 Edition

Table of Contents

1. INTRODUCTION	4
Justification for Implementation and Funding.....	4
2. ELIGIBILITY CRITERIA.....	6
Eligibility criteria for municipalities.....	Error! Bookmark not defined.
3. PROJECT SELECTION PROCESS.....	7
4. PROJECT ADMINISTRATION	12
Decision making bodies	12
Documents to be signed	14
5. MONITORING AND EVALUATION	15
6. ANNEXES	16
MEMORANDUM OF UNDERSTANDING.....	17
PRE-SELECTION OF PROJECT IDEAS EVALUATION GRID.....	21
UNDP RMAP_2006 PROJECT PROPOSAL OUTLINE	23
QUALITATIVE AND QUANTITATIVE EVALUATION GRID	26
HUMAN RIGHTS EVALUATION GRID.....	27
FINAL PROJECT RANKING EVALUATION GRID	28

The Implementation Manual sets criteria that project proposals must fulfill in order to be eligible to receive funding from the UNDP RMAP_2006 program. It describes the process through which specific projects on municipality level are going to be prepared, submitted, approved, financed, implemented and monitored. It is intended to be used as a reference guide for UNDP RMAP_2006, implementing partners, and all involved stakeholders. This Manual is a work-in-progress, hence the UNDP RMAP_2006 hereby reserves the right to adjustments and amendments.

List of Abbreviations

BiH	Bosnia and Herzegovina
MC	Municipal Council
MDT	Municipal Development Team
MHRR	Ministry for Human Rights and Refugees
MoU	Memorandum of Understanding
NGO	Non-governmental Organization
RB	Rights-based
RMAP_2006	Rights-based Municipal Development Programme
SC	Steering Committee
CSO	Civil Society Organization
Strategy	Rights-based Municipal Development Strategy
UNDP BiH	United Nations Development Programme, BiH

1. INTRODUCTION

UNDP Rights-based Municipal Development Programme, RMAP_2006 (UNDP RMAP_2006) carries out rights-based (RB) assessments and development planning in selected municipalities in BiH by using the international and domestic human rights framework as guidance in identifying priorities and crucial development interventions. Within the new programme framework of RMAP_2006 *the implementation* of prioritized projects from finalized and adopted municipal development strategies has become an integral part of the comprehensive approach to municipal development.

UNDP RMAP_2006 is unique as it addresses the grassroots issues by assisting the government tier closest to citizens – municipalities - in formulating RB development plans as well as providing technical and financial assistance for implementation of priority projects and measures.

From an undertaking initially focusing on municipal assessment and analysis, UNDP RMAP_2006 evolved into a programme which implements a rights-based approach to local development planning and aims to provide a model for BiH local development in future.

Overall, the programme is composed of three pillars:

- Assessment & Planning (facilitating the RB process of creation of strategies)
- Implementation (RB implementation of prioritized projects)
- Policy (building policy dialogue)

All three pillars aim at building of capacities of all stakeholders involved in the process.

Justification for Implementation, Funding and who can be the Implementing Partner

Needs identified at local level are overwhelming. In addition there is necessity to build up capacities and resources of local communities and other government levels for taking over full ownership of their own development in a sustainable manner.

Taking into consideration the Millennium Declaration and the commitment of the international community to respect, promote and fulfill human rights for all, UNDP RMAP_2006 provides technical and financial assistance to local communities for implementation of prioritized measures and projects that aim at pro-poor and inclusive development.

The RB assessment and planning process is facilitated by RMAP_2006 team and it aims is to bring about changes in awareness, capacity and attitudes of municipal stakeholders.

Implementation of selected projects will create concrete results in the local community as well as increase and improve enjoyment of human rights. Furthermore, it will generate a positive and concrete change in the lives of the local population in those municipalities that have successfully finished and adopted the Strategy by providing incentives (seed funds) to the effective implementation of prioritized municipal interventions.

Through this process UNDP RMAP_2006 also envisaged strengthening capacities of municipal stakeholders to manage and actively participate in the long-term sustainable socio-economic development of their communities in order to take full ownership of the RB development process by providing them with specialized thematic workshops and offering technical assistance.

UNDP RMAP_2006 foresees providing approximately US\$ 40,000 of seed-funds per municipality, while the municipality will be expected to contribute at least 20% of total direct project costs of each project selected for implementation.

Our experience: co-financing

Since a total of seven municipalities have graduated from the RMAP program, it is our experience that most of them contributed much larger amounts than mere 20% that is required. Orasje municipality pledged 50% of its own resources for the implementation of the three projects, while Zvornik contributed with 39% of the total project value.

They realized the importance of the implementing projects and have pledged amounts that exceeded the obliged 20%. In addition, since some of the selected projects concern involvement of a higher level of government in their role as a duty bearer (most often the canton, but also the entity level), the Municipalities showed a high degree of pro-activeness by ensuring their financial contribution for the implementation of the projects.

It is crucial to address the proper duty bearer before the project can be implemented successfully for two reasons: a) the duty bearer has a *duty* to ensure that a certain right in question can be fully exercised and hence to remove all obstacles; and b) in the case of the BiH it

carries a legal obligation to provide all necessary resources in order to allow for the legally-required conditions to take place.

Implementing partner can only be the Municipality, a public institution, or an NGO. Irrespective of the implementing partner, Municipality will be expected to contribute the required funds of *at least 20%* of the total direct project costs of each project selected.

Projects selected for implementation will have development impact and will specifically address poverty, social exclusion, and marginalization with aim to promote enjoyment of human rights. Provision of seed funds for implementation of prioritized projects from the RB development strategies will help to further demonstrate to local communities that change is possible and within their reach. Besides financial obligations, Municipality is expected to provide other non-financial assistance such as engaging technical experts necessary for implementation of specific projects or providing meeting facilities.

Overall projects selected for implementation within RMAP_2006 should:

- Be rapid, cost-efficient interventions
- Reach highly visible, immediate and sustainable results
- Provide demonstration effects (possibility of positive change)
- target specific vulnerable groups (identified within the assessment and planning process)
- strengthen capacities of local stakeholders

2. ELIGIBILITY CRITERIA

Since UNDP RMAP_2006 has been working with a number of partner municipalities, some elimination criteria had to be drawn and applied in order to select those municipalities which are eager to continue the cooperation, but also capable of providing the necessary financial and human frameworks.

- Municipality successfully completed strategic planning process and adopted the Strategy at the Municipal Council (MC)
- Municipality signed the Memorandum of Understanding (MoU) with UNDP and fulfilled their obligations as specified by the MoU
- Municipality established formal structures for project management (Municipal Development Team and Steering Committee) as specified in this Manual
- Municipality committed to match funds in the amount equivalent to at least 20% of the total direct costs of each project selected. Since implementing partners can only be 1) the Municipality; 2) a public institution; 3) an NGO, the Municipality will be responsible for co-financing each selected project in the amount of at least 20% of the total direct costs. Public institution or NGOs may contribute by committing financial or other resources.

Our experience: types of projects selected for the implementation

These are some of the projects selected and implemented from the eleven municipalities we have worked with: 1) Employment generation project through strawberry production (Bugojno); 2) Home care and home assistance project targeting the elderly population (Donji Vakuf); 3) Partially operationalizing a Center for the mentally and physically disabled children and adults (Odzak); 4) Bringing drinking water to a rural school (Orasje); 5) Rebuilding a health care center in a remote rural community (Zvornik); 6) Electrification of a school play ground (Drvar); 7) Installing heating at a rural returnee school (Teslic); 8) Income generation through mini sheep farms (Ilijas); 9) Bringing safe drinking water to the rural villages through installing chlorinators (Breza); 10) Replacement of all existing water supply and sewage pipes in a Roma-populated settlement (Visoko); 11) Income generation project by producing flowers and vegetables (Kiseljak).

3. PROJECT SELECTION PROCESS

Below are the series of actions from project selection to project implementation that should take place in chronological order.

STEP I: PROJECT PRE-SELECTION

The Steering Committee (SC) reviews the projects listed in the Action Plan of the Strategy¹ and pre-selects the priority projects that should be considered for implementation. SC, taking into consideration that UNDP RMAP_2006 financial contribution must not exceed US\$ 25,000 per single project, applies the following elimination criteria:

- *Duration of Projects*: Is the project implementation within the 8-month period?²
- *Strategy Objectives relation*: Is the project contributing to UNDP RMAP_2006 RB Strategy objectives?³
- *Project type*: Does the project have a development impact? The main goal of the project must not be only to raise awareness (public campaign, study, project plans/documents).
- *Implementation partner*: Is the implementing partner the

Municipality, a public institution or an NGO?⁴

- *Necessity of intervention by UNDP RMAP_2006*: Is the potential implementing partner unable to implement the project by itself due to either lack of financial resource and/or technical capacity required for the project? (If the project has been identified as a municipal priority in the past or if the sole purpose of the project is to fulfill legal obligation of the Municipality, then Municipality will be required to provide a written justification why the project has not been implemented yet and why the Municipality has not put aside resources for its implementation as of yet).
- *Vulnerability*: Are vulnerable groups targeted?⁵ At least one pre-selected project must specifically target vulnerable groups.
- *Impact*: Does the project yield visible impact? Does the project generate any negative social or environmental impact?

¹ Action Plan throughout the text refers to the Action Plan from the Rights-based Municipal Development Strategy, which was done with the assistance of RMAP teams.

² If it is judged by the SC that the project will run a little longer than 8 months but otherwise satisfies all other criteria, then the project may be considered.

³ Projects should address more than one RB Strategy objective

⁴ Implementing partner can only be a Municipality, public institution (school, Center for social work, kindergarten, etc) and NGO.

⁵ Projects selected should support social inclusion targeting specifically vulnerable groups as well as benefiting broader groups of population.

SC makes decisions and selects a maximum of four project ideas for which project proposals will be developed in the next phase. SC shares its decision with the Municipal Development Team (MDT). If the SC concludes that there are no sufficient projects from the Annual Action Plan fitting the criteria, then all interested

parties will be invited to submit their project ideas by a public call. In such case, the SC will review the process based on the above listed criteria. The voting of the SC should be by consensus but if this is not possible, then voting by majority will pertain.

Our experience: a plethora of partners coming together to realize a community project

Once the project idea was selected as the eligible for the future considering, municipalities often realize that the total value of the project was surpass their abilities and the financial contribution of UNDP (up to \$25,000 per project). However, some communities were not discouraged by this and they undertook successful fundraising campaigns. One of the most successful cases is the municipality of Odzak, which managed to involve the support of large number of the local businessmen who participated in both financial and non-financial means in addition to gathering support by the entity and cantonal ministries and the local volunteers. Hence, the Odzak municipalities, together with the mentioned partners, managed to contribute with 67% of the total value of three projects. Similarly, Bugojno and its partners, ensured 66% of the total value of three projects.

STEP II: PREPARATION OF THE PROJECT PROPOSAL

Since only the *Municipality, a public institution or an NGO* can be selected as the implementing partners, they are in charge of preparing the project proposal, while the MDT will oversee the process and UNDP RMAP_2006 will provide technical assistance and guidance in order to ensure that created project proposals are relevant to UNDP RMAP_2006 RB Strategy goals and objectives.

The Municipality, public institutions and NGOs will have up to 4 weeks to complete the process of project proposal preparation. This time limit includes the constant communication between the UNDP office and the implementing partner, responsible for the drafting. Hence, on average the very first draft is received within the two weeks after the capacity building workshop is delivered, while the last two weeks are spent on paying the visits and inserting the changes into the document.

The process of preparing a project proposal is crucial, because without a well-written project proposal there can be no successful implementation. Therefore, this step requires the most on-going communication between the UNDP RMAP_2006 staff on one side – as the capacity building providers to the implementing partners, on the other side – as the owners of the process and as those whose capacities are being built.

UNDP RMAP_2006 ensures that during the time of building a proposal advice and suggestions for improvement and clarification are provided in timely manner, the whole time highlighting the role of the owners of the process and the responsibility they carry by being partners in the implementation course of action. On the other side it is required from the implementing partners to ensure the UNDP RMAP_2006 team with written proof that the assistance whether monetary or in-kind has been assured.

The project proposal among other things, as referenced in the Annex, should specify the following:

- Rationale – Background and Justification
- Target Groups/Beneficiaries
- Project overall Objective in the context of the RB Strategy Development Goals

and Objectives

- Expected Outcomes⁶ and Outputs⁷ together with Indicators
- Planned Activities, Timeline & Implementation Plan
- Relevance of the project to human rights situation in the local community
- Gender equality
- Monitoring and Evaluation
- Plan for Visibility/Promotion
- Technical documentation

Our experience: Capacity building workshops delivered

UNDP RMAP_2006 team understands capacity building to be a backbone of the sustainable, successful and locally-owned implementation. With this policy in mind, the team has organized a series of workshops on such topics as the project cycle management, the rules of the writing a good project proposal, procurement rule. Furthermore, the external thematic experts and consultants were used to pass on the skills on the specialized topics. All RMAP capacity building workshops were interactive and collaborative.

⁶ Outcome is defined as the changes in development context that UNDP aims to achieve through its projects and activities.

⁷ Outputs are immediate, visible, concrete and tangible results of the project activities (S.M.A.R.T.); Outputs are specific products and services that emerge from processing inputs

Once the project proposals are finalized, the MDT team supported by UNDP RMAP_2006 screens the project proposals according to the following criteria, in order to ensure their quality and positive impact on local community. The objective of applying these criteria is to ensure that the project proposals are drafted in a way that the successful implementation is ensured through application of a reasonable and realistic budget and the existence of a necessary, yet compatible management framework. In addition, each project proposals should include those aspects of the rights-based development recognized as crucial for the bettering of the lives in the local community, especially those individuals and groups identifies as the most vulnerable.

- *Feasibility Check:* Is the estimated amount sufficient for project implementation and does it cover all essential and necessary costs of the project? Are responsible parties (municipality, public institutions, and NGOs) willing and capable to ensure the necessary framework for implementation of project?⁸
- *Sustainability:* Is there a sustainability of project results?

- *Efficiency:* Does the scale of the anticipated impacts justify the inputs required for the project? Is the approach of the project the most effective and efficient to address the issue, compared to any other possible approaches for the issue?
- *Resources:* Is the budget itself and the break-down of it realistic? Will the implementing partner provide in-kind contribution (e.g. human resources, expertise, equipment, premises)?

Once the project proposals are screened they must be awarded at least 60 points of the maximum 100⁹ by each member of the MDT, the whole processed being oversaw by the UNDP RMAP_2006,. Project proposals which do not received the minimum number of points and recognized as non-improvable with technical assistance will be excluded from the process. Project proposals which have passed this step can move to the next step.

⁸ If both questions can be answered YES, then the proceeding onto next questions can take place

⁹ For scoring see the Feasibility Evaluation Grid in the Annex. If project proposals do not get 60 percent at least, the MDT may return proposals to be worked on further within a given time limit.

STEP IV: *HUMAN RIGHTS CRITERIA*

MDT, supported by UNDP RMAP_2006 team, will apply the human rights criteria onto those projects that have passed previous steps. Utilization of human rights-based prioritization criteria will minimize biased judgment by MDT members as well as contribute to deepening of capacity and understanding of human rights.

- Is the project proposed relevant for addressing the realization/enjoyment of human rights issues?
- Does the project address the promotion of equality & non-discrimination?
- Is the project addressing directly/indirectly/not at all gender equality?
- Does the project yield long-term impact by empowering claim holders in their ability to access information and to organize and to advocate for change (including policy change) including their rights to obtain redress?
- Does the project yield long-term impact by contributing to building awareness of duty bearers on their responsibility for protecting and realizing human rights?

- Does the project yield long-term impact by contributing to building capacities of *duty bearers* for protecting and realizing human rights?
- Do groups benefiting from the project belong to vulnerable groups identified?
 - How large is the group (number of people, percent of population) benefiting from the project?

After completing all the above steps short listed project proposals that satisfy the 60 percent rule (scoring at least 60 points out of 100) of the human-rights criteria are given to the Steering Committee for final approval.

The UNDP RMAP understands that some projects are difficult to be graded against the human rights criteria, due to their nature, however, since the implementation of each project should have the “bettering of the lives for people in the local community” as the overall and overarching goal, those projects which are recognized not to have this overall goal in mind, are generally not able to receive the minimum number of points at this stage. Projects which do not receive the minimum number of points by each member of the MDT will not go to the next stage.

STEP 5: *FINAL DECISION*

The Steering Committee examines short-listed project proposal and approves them. When evaluating the project proposals each SC member will use the Evaluation Grid (in the Annex) to score the projects individually and in order to ensure that the projects selected for implementation have satisfied the necessary criteria and that there is no preference given to certain projects based on personal bias. After each member of SC has evaluated each project proposal, scoring of the projects will determine which project received maximum number of points. This will result in creation of the ranking list. Taking into consideration the available resources, final list of projects for implementation will be made. The objective of this step is to acknowledge formally that selected projects satisfy both

the financial and the management/technical frameworks in order to be successfully implemented. Additionally, the role of the SC at this meeting is to make a selection, in case the Municipality is only able to commit limited amount of resources (due to the decision by the Municipal Council or small budgets, etc) and to decide which projects will be priority when it comes to the implementation.

Although final approval of the projects is decided by the SC, UNDP RMAP_2006 reserves the right not to finance selected projects and to make final decision regarding the implementation; however, in such cases additional explanation will be provided.

4. PROJECT ADMINISTRATION

Decision making bodies

Steering Committee (SC), which is established in each municipality, is responsible for selecting final projects based on project quality and overall resource availability. Their primary role is to: a) select project ideas from Annual Action Plans for which project proposals will subsequently be developed; b) approve the final list of projects for funding; and c) make final evaluation of the project achievements. The SC consists of:

- Head of the MDT
- President of the Municipal Council
- Mayor
- UNDP RMAP_2006 representative
- Representative of local NGO (preferably the one already actively involved in the assessment and planning phase)

UNDP RMAP_2006 will not take part in voting, but reserves the right to veto.

The Steering Committee is a formal body that meets only twice during the whole process of the implementation. This body makes the initial selection of the potential projects to be implemented and it is responsible for making the final selection among all project proposals which have passed the methodological steps applied by the MDT. However, if it is concluded at the first SC meeting that there are not enough project ideas from the rights-based development strategy that satisfy the implementation criteria, then a public call is made by the Municipality and the SC will again have to conduct the first step of selecting the potential projects for implementation. Also, instead of the public

call, the Municipal Council can formally recommend a project idea to be considered and included in the prioritization process. At the last meeting of the SC, when the final decision is made on which projects will be approved for the implementation, all members fill out rating forms individually, however discussion is encouraged. It is important to note that the UNDP RMAP_2006 representative do not have voting powers in the MDT or SC

Municipal Development Team (MDT), which was established in the planning phase, assumes a supporting role in the process of preparation of project proposals and their adjustment in accordance with outlined feasibility and human rights criteria of this Manual. The MDT should consist of the following members:

- Representatives of the municipal administration (three is optimal)
- Representatives of civil society (such as the most active NGO)
- Representatives of a business sector (this is not mandatory but recommendable)
- Representatives of a public institution (Center for social welfare, schools, etc.)
- Representatives/individuals of an identified vulnerable population

President of the MDT is responsible for endorsing the regular monthly monitoring

The municipality must officially inform the UNDP RMAP_2006 of who the selected members are for the MDT and SC; this must be done in writing and the letter must be endorsed by the Mayor's office or the Municipal Council.

bodies, but their roles are more of an advocating and capacity building nature, although they do have a power of veto, which is only exercised in cases when irregularities are noticed. If and when the veto power is exercised a full report depicting all facts must be written and appropriate management action taken.

reports, which aim at reporting the progress as described in the project document.

The Municipal Development Team assumes the responsibility of leading the process of project development and is an active body that runs the process, in addition to being responsible for ensuring that all methodological steps are applied correctly and timely. Participation of all members is highly encouraged and valued and decisions are made by consensus. The President of the MDT is responsible for organizing regular meetings, inviting all members scheduled gathering and ensuring that the Minutes of each meeting are properly recorded and shared. In addition, she/he acts as a liaison person between the UNDP RMAP_2006 team and implementing partner, when no direct communication can be established.

Before each implementation step can take place there are tailored workshops developed by RMAP_2006 in introduction to the implementation process, project proposal writing, human rights, and procurement.

Documents to be signed

Memorandum of Understanding (MoU) signed between the UNDP & partner Municipality clearly specifies responsibilities of UNDP RMAP_2006 on one side, and the Municipality on the other. By signing the MoU, the Municipality takes on responsibility to pledge at least 20% of direct project costs of each project selected for implementation and participate actively in the process itself through its established formal bodies.

Depending on what institution is selected to act as an implementing partner there are two different types of documents which need be signed for the implementation of individual project. When the Municipality or a public institution are selected to be an implementing partner, then the MoU2 is signed; when an NGO is selected, then the Micro-capital Grant Agreement is signed. UNDP payments procedure depends on the type of the agreement signed.

Memorandum of Understanding 2 (MoU2) signed between the UNDP, the implementing public institution and the Municipality specifies the background, justifications, expected results, performance indicators of the project, the detail work plan, responsibility of each party concerned, including the reporting and payment schedule. If the Municipality is selected as the implementing partner, then the MoU2 is signed between the UNDP RMAP_2006 and the Municipality. If the implementing partner is a public institution other than the Municipality then the MoU2 is signed as a tripartite agreement between the UNDP RMAP_2006, the implementing institution and the Municipality. UNDP will pay for goods and service directly to the supplier/contractor in accordance with the public institution's instructions, and in accordance with the MoU2.

Micro-capital Grant Agreement for non-credit related activities will be signed between UNDP & selected NGO which specifies the performance targets that are to be achieved by the NGO, background, justifications, expected results, performance indicators of the project, the detail work plan, responsibility of each party concerned, including the reporting and payment schedule. In order to properly address the responsibilities of the Municipalities even when an NGO is the implementing partner, in addition to signing the MCGA with an NGO, an Addendum to the MoU with the respective Municipality is also signed.

Administrative Mechanisms

After the Steering Committee selects projects for implementation the Implementing partner signs the MoU2 (for Municipalities and public institutions) or the Micro-capital Grant Agreement for non-credit related activities (for NGOs) with UNDP RMAP_2006 defining the responsibilities of each party in implementation of specific projects. Each of the signed documents specifies the financial and non-financial obligations of each party, the length of the process, and other specifics related to the project implementation. The actual implementation can begin after the necessary documents are signed and in accordance with agreed terms in project description.

The implementing partner is in charge of conducting the complete tender procedure, in accordance with the BiH Law on Public Procurement, including the preparation of tender document, publishing of the procurement notice, notifying the bidders about the results of the tender, making of a report about the evaluation of bids as well as the preparations for the

signing of a contract with the successful bidder. In addition, UNDP RMAP_2006 representative is a part of all main activities related for procurement (opening of bids, evaluation).

UNDP RMAP_2006 reserves the right to cancel tenders and/or final tender decision in cases when irregularities are noticed.

Implementing Partner: NGO

In case when implementing partner is an NGO, then the UNDP RMAP_2006 as a grant provider secures funding to grant receiver (implementing partner) for specific purposes. The purpose of the grant is to enable the NGO to implement project activities as stated in the project description. Micro-capital Grant Agreement signed with the NGO receiving advance payment stipulates their obligation to return the money in case their works are not acceptable.

The NGO, which is a grant receiver, must obtain approval in writing from the grant provider (UNDP) prior to any costs which may increase expenditures of the main budget item for over 5% or 250 USD above the amount provided in the budget for the item in question. Grant provider (UNDP) shall not finance any expenditure that is above the previously set amounts of the grant. Expenditures and costs made prior to or after the grant effectiveness shall not be approved. Payments made after the grant effectiveness for costs accumulated during the effectiveness period cannot be approved. Should the grant effectiveness period be insufficient for completion of the project activities and tasks, the contract can be amended so as to extend the needed period. Grant receiver (NGO) must ask for extension of the period in writing, as well as to substantiate the claim with circumstances that require extension.

Implementing Partner: Municipality or Public Institution

In case when public procurement procedure is conducted, UNDP RMAP_2006 makes payment directly to the supplier/service provider's account, based on the interim monthly payment certificate presented and certified by the implementing partner, MDT and UNDP RMAP_2006 Implementation Officer. After the completion of works according to the written agreement, the implementing partner and MDT are expected to organize a technical transfer of works. UNDP RMAP_2006 executes the final payment after receiving the certificate on the successfully completed technical handover that has to be signed by the implementation partner, MDT, and Implementation Officer. In addition, final narrative and financial report by implementing partner, confirmed by the MDT, is essential precondition for final payment.

5. MONITORING AND EVALUATION

Implementing partner is responsible for reporting on project progress and financial aspects in written form and in accordance with the previously agreed conditions. Further details of the reporting schedule are determined depending on the project's activities/inputs and their schedules. In addition, president of the MDT must check all monitoring reports and upon the approval forward them to the RMAP_2006. In addition, the President of the MDT will act as a focal point for information and reporting to MDT and UNDP RMAP_2006 Implementation Officer.

All monthly monitoring forms will be thoroughly screened by UNDP RMAP_2006. UNDP RMAP_2006 can conduct monitoring at any time during the implementation process without giving prior notice.

After the official completion of the municipal projects, the Steering Committee will meet with the purpose to be briefed on all implemented project's achievements (outputs) by the Project Managers. SC should also agree to meet in the future in order to evaluate long-term goals (outcomes), however UNDP RMAP may not be a part of this exercise.

6. ANNEXES

MEMORANDUM OF UNDERSTANDING

between

MUNICIPALITY OF X,

and

UNITED NATIONS DEVELOPMENT PROGRAMME

Regarding the Rights-based Municipal Development Programme, RMAP_2006

This Memorandum of Understanding (hereinafter referred to as the “Memorandum”) is made between the Municipality of X (hereinafter referred to as the “Municipality”) and the United Nations Development Programme Bosnia and Herzegovina (hereinafter referred to as the UNDP) regarding the Rights-based Municipal Development Programme (hereinafter referred to as the “UNDP RMAP_2006”).

Whereas the UNDP and the Municipality agree that any common decisions shall be taken without discrimination, direct or indirect, based upon race, colour of skin, gender, language, religion or creed, political or other belief, ethnic or social background, disability or any other circumstances;

Whereas the Mayor of the Municipality endorses the programme at the local level and its objectives therein, and in so doing accepts the role of the Municipality and the responsibilities outlined in this Memorandum;

Whereas the UNDP is willing to undertake these activities and fully co-operate with the representatives of the participating Municipality in the knowledge that the participating municipal authorities fully understand the responsibilities and implications of their acceptance of participation, and remain committed to fully supporting the UNDP activities in the course of implementation of the Programme at the local level;

Whereas is understood that this Memorandum of Understanding applies to UNDP RMAP_2006 programme in the Municipality of X and shall remain in force until ending or closure because of other reasons.

NOW, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the UNDP and the Municipality of X hereby enter into this Memorandum and undertake to fulfil, unconditionally, the respective responsibilities enclosed herein.

I. SCOPE

This Memorandum sets forth the basis upon two Parties to commit themselves to take all necessary responsibilities and actions as required to facilitate the implementation of the various activities related to prioritization, preparation, selection, implementation, and monitoring the specific projects from the rights-based municipal development strategy (hereinafter referred to as „the Strategy”).

II. PRINCIPLES

- A critical underpinning of this Memorandum of Understanding is the exchange of information and regular communication between the Parties with respect to issues of both a general and specific nature regarding the programme. Such communications are meant to keep each Party abreast of the others' activities with a view to the compatibility and coordination of such activities. All Parties agree to fully cooperate and act in consultation with each other for the duration of the programme.
- This Memorandum of Understanding will be made and signed in two authentic copies in the English language and two copies in a local language. A copy of each will be retained by the Parties. In case of any dispute or question of textual interpretation, the English version will prevail.

III. INFORMATION ON UNDP RMAP_2006

UNDP RMAP_2006 carries out rights-based (RB) assessments and development planning in selected municipalities in BiH by using the international and domestic human rights framework as guidance in identifying priorities and crucial development interventions. It is foreseen that the development planning is followed up by implementation of prioritized interventions. UNDP RMAP_2006 is unique as it addresses the grassroots issues by assisting the government level closest to citizens – municipalities – in formulating RB development plans as well as providing technical and financial assistance for implementation of priority projects and measures. Overall, the Programme is composed of three pillars: (i) Assessment & Planning (ii) Implementation, and (iii) Policy.

The whole process covered by this Memorandum is conducted by municipal bodies, namely the Municipal Development Team (MDT) and Steering Committee (SC), supported by UNDP. Their overall purpose is to ensure inclusive and active participation throughout the process, efficiency and effectiveness of cooperation among partners and implementation of identified and developed priority projects.

Implementation of selected projects will create concrete results in the local community as well as increase and improve the human rights enjoyment. Providing incentives (seed funds) to the effective implementation of prioritized municipal interventions will generate a positive and concrete change in the lives of the local population in those municipalities that have successfully finished and adopted the municipal development strategy. Through this process, UNDP RMAP_2006 will also strengthen capacities of municipal stakeholders in the Municipality of X to manage and actively participate in the long-term sustainable socio-economic development of their community by taking full ownership of the rights-based development process.

The projects selected for the implementation will result in:

- rapid, cost-efficient interventions
- high, visible and sustainable impact
- demonstrations of change
- targeting specific vulnerable groups identified through social mapping
- strengthening capacities of stakeholders

IV. INFORMATION ON MUNICIPALITY OF X

V. RESPONSIBILITIES OF THE UNDP

UNDP shall:

- Provide technical support and expertise in the process of project proposal preparation, selection of projects for implementation and their implementation;
- Make available the amount of BAM equivalent to approximately US \$ 40,000 for project implementation, in accordance to the project document and the Implementation Manual. The actual amount to be allocated by UNDP will depend on the local needs, quality of project proposals, financial ability of the partner Municipality to commit matching funds for the project implementation as stipulated further in text and evaluation of overall cooperation of the Municipality.
- Engage a consultant to provide technical expertise and other staff who will be working on managing and supervising the whole process, in cooperation with the implementing partners and the Municipality.

VI. RESPONSIBILITIES OF THE MUNICIPALITY

The Municipality shall:

- Commit itself to support the process of preparation of project proposals, selection of projects and their implementation;
- Co-operate fully with UNDP RMAP_2006 on all aspects of implementation process, including but not limited to ensuring the participation and co-operation of the relevant municipal staff in all of the events organized by UNDP RMAP_2006;
- Provide premises and required equipment in order to enable work of the consultants, experts and both municipal and UNDP staff who will be working on the Strategy implementation;
- Collect, organize and provide all needed data;
- Delegate minimum three municipal employees to work directly with the UNDP team. It is expected that all Municipal departments and its employees also actively participate in the process and assist the joint UNDP and Municipality project team;
- Delegate a municipal employee who will act as the main contact point and will be in charge and responsible for fulfilment of all municipal responsibilities and obligations as defined by this document;
- Commit matching funds in the amount equivalent to the at least 20% of the total direct project cost as its co-financing contribution for implementation of prioritized projects, in accordance with the project document and Implementation Manual.
- Meet its obligations in accordance with the timetable defined by the UNDP;
- Secure that all obligations are met in timely manner through adequate staffing and monitoring of the MDT and SC. MDT and SC members are responsible for project

ideas selection and projects proposals development and evaluation, under the UNDP the RMAP_2006 supervision. The Municipality will provide all needed support to the MDT and SC, so that they fulfil their obligations;

- Inform the UNDP of any problems or difficulties which may impede the complete and proper implementation;
- Secure transparency regarding municipal and donors funds for prioritized project ideas.

VII. OTHER PROVISIONS

- This Memorandum shall enter into force upon its signature by both Parties and shall remain valid until the execution of the obligations deriving from it.
- If the Municipality fails to meet its obligations in a timely manner, the UNDP reserves the right to withdraw from this project.
- This Memorandum may be terminated at any time, for any reason, by either Party, by serving a written notification to the other party. Cause for the UNDP to terminate the agreement will be the Municipality's failure to comply with terms of this Memorandum of Understanding.
- Any dispute, controversy or claim arising out of or in connection with this Memorandum shall be settled through consultations or another mode of settlement agreed on between the Parties.

VIII. SIGNATORIES

I fully agree with the above-mentioned terms and conditions and pledge to undertake all necessary activities and engage all required resources in order to meet the objectives defined by this Memorandum of Understanding.

Name
Function
Municipality

Date:

Name
Function
UNDP Bosnia and Herzegovina

Date:

UNDP RMAP_2006 PROJECT PROPOSAL OUTLINE

1) Proposal date:

2) Project Title:

3) Implementing Partner:

Address:

Phone:

Contact Person:

Complete list of the applicant organization's senior staff who will be involved in the proposed activities (attachment)

Bank account details:

Registration Document (attachment)

Most recent annual financial statement (attachment)

Description of Organizational Background, Goals and Activities of Organization – annual report if available (attachment)

4) Executive summary of the project proposal (1 page maximum)

5) Description of Project

- Rationale - Background and Justification (*1 page maximum*)
- Target Groups/Beneficiaries (identify who will be affected by the project, including the people you are benefiting, the project implementers and anyone else directly involved in the project in terms of women, men, minorities, children, persons with some kind of disability, returnees, displaced persons, the poor, unemployed, etc.) (*1/2 page maximum*)
- Project overall Objective in the context of the RB Strategy Development Goals and Objectives (*1 page maximum*)
- Expected Outcomes¹⁹ and Outputs²⁰ together with Indicators (*1 page maximum*)
- Planned Activities & Timeline (participants and their responsibilities) - preferable to be presented also in a table format

Activity/Month ²¹	1 st month	2 nd month	3 rd month	4 th month	Responsible Person
1. MAIN ACTIVITY					
1.1.					
1.2.					
1.3					
2. MAIN ACTIVITY					
2.1					

¹⁹ Outcome is defined as the changes in development context that UNDP aims to achieve through its projects and activities.

²⁰ Outputs are immediate, visible, concrete and tangible results of the project activities (S.M.A.R.T.); Outputs are specific products and services that emerge from processing inputs

²¹ If the project is shorter than 3 months, this table format should be based on weekly format

- Relevance of the project to human rights situation in the local community (does it promote equality and non-discrimination; empowering claim holders; capacity building of duty bearers; how will identified vulnerable groups be involved). *(1/2 page maximum)*
- Gender equality (equal participation and integration of both sexes in all projects from design through execution is encouraged. Projects with a direct benefit and impact on women and which enable women to gain project experience will be prioritized. Please indicate how the project works toward: 1) more equal participation of women with men as decision-makers in shaping the sustainable development of their societies; 2) women and girls more able to realize their full human rights; 3) reduced inequalities between women and men in access to and control over resources and benefits of development.*(1/2 page maximum)*
- Monitoring and Evaluation *(1/2 maximum)*
- Plan for Visibility/Promotion. Explain why the UNDP RMAP_2006 should support this project and how the planned project and the UNDP RMAP_2006 contribution will be promoted? *(1/2 maximum)*
- Technical documentation *(in attachment)*

6) Results-Based Management Matrix or planned results

Excepted Result	Indicators	Source of Verifications
1. OUTCOME		
1.1. OUTPUT		
1.2. OUTPUT		
1.3. OUTPUT		
2. OUTCOME		
2.1. OUTPUT		
2.2. OUTPUT		
2.3. OUTPUT		

7) Partners – role of each partner (half page maximum) – (attachment partnership agreement)

8) Detailed Budget

- Amount Requested from UNDP RMAP_2006
- Amount to be provided by the implementing partner (% of total budget in kind or in cash)
- Amount provided by the Municipality
- Amount to be provided by other donors (if applicable)

- Arrangements for return of excess funds

Budget must be presented in BAM with its equivalent in US dollars.

Example:

Budget Item	No. of Units	Cost per Unit (BAM)	Implementing Partner Contribution (BAM)	Municipal contribution (BAM)	Amount Requested from UNDP RMAP_2006 (BAM)	Amount Requested from UNDP RMAP_2006 (US\$)	Total Costs (BAM)	Total Costs (US\$)
1. INDIRECT COSTS								
1.1 staff costs								
1.2 office costs								
2. DIRECT COSTS								
2.1								
2.2								
TOTAL								

UNDP Rights-based Municipal Development Programme, RMAP_2006

QUALITATIVE AND QUANTITATIVE EVALUATION GRID

Project No.

Name of the applicant:

Name of the project:

Sector:

Date of the evaluation:

Evaluator:

Comments:

Scoring should be done in following way:

- 1) **not at all:** 0
- 2) **indirectly:** 10 when 20 is maximum
- 3) **directly:** maximum number of points

Qualitative and Quantitative Evaluation Form	Score weight	Max. score	Points scored ²²
FEASIBILITY CHECK			
1. Is the estimated amount sufficient for project implementation and does it cover all essential and necessary costs of the project?			
2. Are responsible parties (municipality, public institutions, and NGOs) willing and capable to ensure the necessary framework for implementation of project?			
If both answers are YES, then continue			
Is there a sustainability of project results?	20%	20	
Does the scale of the anticipated impacts justify the inputs required for the project?	20%	20	
Is the approach of the project the most effective and efficient to address the issue, compared to any other possible approaches for the issue?	20%	20	
Is the budget itself and the break-down of it realistic?	20%	20	
Will the implementing partner provide in-kind contribution (e.g. human resources, expertise, equipment, premises)?	20%	20	
TOTAL:	100%	100	

²² Project proposal must score at least 60 point or 60 percent; otherwise it will not qualify

UNDP Rights-based Municipal Development Programme, RMAP_2006

HUMAN RIGHTS EVALUATION GRID

Project No.

Name of the applicant:

Name of the project:

Sector:

Date of the evaluation:

Evaluator:

Comments:

Scoring should be done in following way:

- 1) **not at all:** 0
- 2) **indirectly:** 7 when 15 is maximum; 5 when 10 is maximum;
- 3) **directly:** maximum number of points

Human Rights Evaluation Form	Score weight	Max. score	Points scored ²³
Does the project address the realization of human rights?	10%	10	
Does the project promote equality & non-discrimination?	15%	15	
Does the project address gender equality?	10%	10	
Does the project empower claim holders (to access information, to organize, to advocate for change and to obtain compensation /redress)?	15%	15	
Does the project build awareness of duty bearers on their responsibility for protection and realization of human rights?	10%	10	
Does the project contribute to building capacities of duty bearers for protecting and realizing human rights?	10%	10	
Do identified vulnerable groups benefit from the project?	15%	15	
Have different minority groups (ethnic, sexual, political, religious, etc.) been involved in the identification of the project or will different groups directly benefit and be attracted to take part?	15%	15	
TOTAL:	100%	100	

²³ Project proposal must score at least 60 point or 60 percent; otherwise it will not qualify

UNDP Rights-based Municipal Development Programme, RMAP_2006

FINAL PROJECT RANKING EVALUATION GRID

Project No.

Name of the applicant:

Name of the project:

Sector:

Date of the evaluation:

Evaluator:

Comments:

The Evaluation Forms consist of:

- Form 1: Technical - Expertise of the applicant
- Form 2: Technical - Proposed work plan and approach
- Form 3: Technical - Personnel
- Form 4: Financial

In order to be considered for funding a project has to have at least 60% of maximum number of points.²⁴ Number of awarded proposals will depend on resources available.

Summary of technical and financial proposal evaluation form	Score weight	Max. score	Points scored
Expertise of the organization submitting the proposal	15 %	150	
Final Project Proposal Evaluation	55%	550	
Personnel	10%	100	
Financial	20 %	200	
TOTAL		1000	

Scoring should be done in following way:

- 1) **not at all:** 0
- 2) **indirectly:** 50 when 100 is maximum; 40 when 80 maximum; 35 when 75 is maximum; 30 when 60 is maximum; 25 when 50 is maximum; 20 when 40 is maximum; 15 when 30 is maximum; 10 when 25 is maximum
- 3) **directly:** maximum number of points

Technical proposal Evaluation Form 1	Score weight	Max. score	Points scored
Expertise of the applicant			
1.1. General Organizational Capability which is likely to affect implementation (i.e. size of the organization, strength of project management support, e.g. project financing capacity and project management controls)	50%	75	
1.2.a. Relevance of specialized knowledge		25	

²⁴ Each SC member makes evaluations of all project proposals submitted. Only project proposal that fulfil basic criteria and have at least 60% points are eligibility for financing, depending on score/rank and available funds.

1.2.b. Relevance of experience in similar projects	50 %	25	
1.2.c. Relevance of experience/expertise on projects		25	
TOTAL:		150	

Technical proposal Evaluation Form 2	Score weight ²⁵	Max. score	Points scored
Final Project Proposal Evaluation			
2.1. Does the project address and promote non discrimination and equality?	4.5%	25	
2.2. Is the proposed project relevant to UNDP RMAP_2006 priority sectors	13.5%	75	
2.3. Have the important aspects of the project been addressed in sufficient detail?	13.5%	25	
2.4. Does the project address the needs of an identified target vulnerable group	9%	50	
2.5. Is the proposal based on proper justification and project environment and was its input properly used in the preparation of the proposal?	4.5%	25	
2.6. Is the Results Based Management adequately addressed?	9%	50	
2.7. Does the project address gender equality?	4.5%	25	
2.8. Is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	18%	100	
2.9. Is there sufficient local ownership in the proposed activities (building local capacities, sustainability of the project, etc)?	9%	50	
2.10. Will the project be perceived by the general public as an important improvement for general development of the community?	4.5%	25	
2.11. Have different ethnic (or minority) groups been involved in the identification of the project or will different ethnic groups directly benefit and be attracted to take part?	9%	50	
2.12. Does it promote good relations and cooperation between local authorities and local communities (MZs)/civil society?	9%	50	
TOTAL:		550	

Technical proposal Evaluation Form 3	Score weight	Max. score	Points scored
Personnel			
3.1. Is the proposed staffing structure adequate to implement the project?	30%	30	
3.2. Are the skills of the proposed staff relevant for the role that they are going to have in the project?	40%	40	
3.3. Relevance experience of the staff in the region covered by project?	30%	30	
TOTAL:		100	

²⁵ Approximately

Financial proposal Evaluation Form 4	Score weight	Max. score	Points scored
Budget			
4.1. Is the proposed budget relevant to the presented activities? Are costs realistic?	40%	80	
4.2. Are there financial or other contributions from the applicant or other sources/donors?	30%	60	
4.3. Does the Project Proposal clearly show how the project will be financed and will be able to continue after the funding has finished or how equipment or construction works will be maintained and/or managed and by whom?	30%	60	
TOTAL:		200	