



LOCAL INITIATIVES PROGRAM (LIP) **SERBIA & MONTENEGRO, 2005-2006**

The CIDA Local Initiatives Program (LIP) supports civil society organizations in Serbia and Montenegro strengthening them to better influence, and participate with, governments and other society stakeholders.

CIDA LIP will support civil society organizations to develop and implement: policies and accountability structures; strategies for sustainability and advocacy; and, mechanisms for effective planning, monitoring and reporting.

All CIDA LIP supported initiatives are expected to meet the needs of beneficiaries through the efficient and effective implementation of sustainable projects in the **health, education and rule of law** sectors.

Expected Results of the CIDA Local Initiatives Program

1. Increased capacity of civil society organizations to build **partnerships** with governments and **network** with other civil society organizations (including at the regional and national levels).
2. Increased capacity of civil society organizations to influence and participate with governments and other stakeholders in the development and implementation of **health policy** that underpins efficient **primary health care systems** which are sensitive to the issues of gender and marginalized people.
3. Increased capacity of civil society organizations to influence and participate with government and other stakeholders in the development, delivery and promotion of **Education Systems** that are inclusive, learner centered, sensitive to the issues of gender and marginalized people, and, that model respect and peaceful coexistence among all.
4. Increased capacity of civil society organizations to influence and contribute to the establishment of accessible, transparent and effective **justice systems** that support the democratic application and enforcement of the **Rule of Law**, which is sensitive to the issues of gender and marginalized people.

Who can apply?

Civil society organizations (including not-for-profit and non-partisan local *Non-Governmental Organizations* and *Community-Based Organizations*) in Serbia and Montenegro may apply for CIDA LIP co-financing.

Multilateral organizations working locally can be supported on an exceptional basis and where the project is implemented in collaboration with local partner(s).

Note: Initiatives of government institutions (Federal, Republican, Municipal or Local) may be supported only through application and implementation by a local civil society organization or multilateral organization.

General Criteria

CIDA LIP will select projects proposed by local partners in Serbia and Montenegro that fulfill the following general criteria:

- ❑ Clear and feasible goals/objectives, opportunity/constraint analysis.
- ❑ Rationale that justifies project focus on sustainable outcomes in health, education or rule of law.
- ❑ Comprehensive and logical Results Based Matrix (*activities* → *outputs* → *outcomes*). See Annex 2.
- ❑ Clear project indicators (both qualitative and quantitative) that allow all project stakeholders to measure results effectively.
- ❑ Well justified and cost-effective activities clearly linked to expected outputs that are reflected in an itemized budget
- ❑ Demonstrated equal participation and integration of both sexes in project design through implementation. (Gender equality is an objective of all CIDA programs.) Projects with a direct benefit and impact on women or marginalized peoples will receive priority.
- ❑ Demonstrated collaboration with a broad range of society stakeholders to ensure sustainable results.
- ❑ Strategy to share and exchange best practices with other stakeholders and relevant institutions.

General Conditions

CIDA LIP co-financed projects normally run for up to one year, but projects of a longer duration will also be considered. All projects must, however, stay within the financial limits and be fully viable.

LIP funds can be used for co-financing with other donors where the budget lines are clearly delineated, but project contributions must be used for the purposes intended. Approved projects should be unique and should not duplicate, correct or provide simultaneous funding for projects already receiving other contributions from the Canadian government. Where possible, materials and supplies required for projects should be procured locally.

Administrative costs related to a specific project are permitted, but cannot exceed 15% of the overall budget and must be fully justified.

Partner organizations need to provide a substantive project contribution (at least 10% of total budget). The partner contribution must be reflected in an itemized budget and can be in money or in-kind (office space, labor, etc.).

Funds received from CIDA LIP must not be used as an organization's contribution in order to receive funding from another group or donor.

All organizations must have a demonstrated capacity to effectively manage the CIDA LIP funds in a timely manner.

Project proposals must be submitted electronically to the CIDA SCG LIP Coordinator in English according to the format described in Annex 1.

The provisions of the Canadian Environmental Assessment Act (CEAA) apply to all CIDA LIP projects. All proposals will be screened according to the CEAA guidelines in order to ensure compliance.

Funding and payments

The minimum contribution from the Local Initiative Program is \$10,000 CDN and the maximum is \$100,000 CDN (approximately 60,000 Euro). The majority of the projects funded to date have been considerably less than the maximum amount.

CIDA LIP contributions for approved projects will be made in either two or three instalments, depending on project length. For those with two instalments (projects up to 6 months in length), the initial instalment of 70% of the project budget will be made upon signing the contract. The final 30% will be disbursed upon the submission and approval of the final financial and narrative reports. It is expected that the project will be carried out in full and the final 30% is essentially a reimbursement for incurred expenses.

Projects of 6 months or more will be paid in three instalments. The initial instalment of 60% will be made upon signing of the contract. The second instalment of 20% will be made upon presentation of an interim narrative report and financial statement. The third and final payment of 20% will be made upon completion of the project and submission of the final narrative and financial report.

What types of activities are not eligible for funding?

- ❖ Exchanges, study tours, international training and feasibility studies are not eligible for funding.
- ❖ The deployment of international experts is not eligible for funding.
- ❖ Participation in activities outside Serbia and Montenegro is not eligible for funding.

Visibility

The CIDA LIP does not allocate funds specifically for visibility purposes. However, CIDA does expect that the partner will make adequate public attribution to CIDA's support to the project. The project application should provide details how Canadian visibility will be achieved. This should include placing the CIDA logo on all relevant posters, leaflets or documentation, as well as organizing openings, press conferences or public meetings which serve to publicize the Canadian contribution.

Project approval process

The CIDA LIP Project Review Committee (PRC) at the Canadian Embassy analyzes and selects proposals which will be recommended for approval by CIDA headquarters. The PRC is composed of CIDA's local LIP management and advisors in health, education, rule of law, gender equality. Proposals are reviewed on a regular basis and the project decision process for well documented proposals is currently taking approximately one month.

Proposals will be judged according to the viability of the proposed project according to the general criteria and conditions listed above.

NOTE :

This is a draft version of the CIDA LIP Guidelines. Check with the CIDA LIP Coordinator for the most recent version.

CIDA_SCG_LIP@Canada.com

Annex 1 – Project Proposal Outline

1. Project Title

2. Description of the Project

- 2.1. Rationale (*Background justification on needs and opportunities*)
- 2.2. Project Goal (*must be linked to CIDA LIP Results on page 1*)
- 2.3. Target Groups
- 2.4. Project Activities (*detailed narrative description and justification; which will be summarized in RBM matrix*)
- 2.5. Planned Results: verifiable project outputs and outcomes – (*detailed narrative description and justification; which will be summarized in RBM matrix*)
- 2.6. Timeline & Implementation Plan
- 2.7. Risk Analysis & Mitigation Strategies
- 2.8. Gender Equality
- 2.9. Sustainability of Project Results
- 2.10. Partners and Other Donors
- 2.11. Monitoring and Evaluation Plan
- 2.12. Plan for Visibility (*Publicity and Promotion*)

3. Results-Based Management Matrix (see Annex 2)

4. Budget

The budget should be prepared in such a way that each budget line is identified by unit and both the unit cost and the number of units are listed. Also, funding sources must also be clear for each budget item: amount requested from CIDA LIP, other donors, and the implementing partner's contribution (in cash or in kind).

Example:

Budget Item	No. of Units	Cost per Unit	Total Cost	Amount Requested from CIDA LIP	Other donors contribution	Implementing Partner Contribution
Print Manual	100 copies	10	1,000	1,000	0	0
Trainer of Trainers Contract	10 days	300	3,000	0	3,000 Donor Y	0
Food & Lodging for Capacity Training session	50 trainees	100	5,000	3,000	2,000 Donor Z	0
Meeting room	1 day rental	200	200	100	0	100 cash
Local Trainers	3 trainers	200	600	600	0	0
Transport	500 kms	0.20	100	100		
Administration	As justified under project activities		500	0	0	500 in-kind
Total			10,400	4,800	5,000	600

5. Partner Profile and Organizational Background *(3 pages maximum)*

- 5.1. Legal Status of Organization
- 5.2. Mandate of the Organization
- 5.3. History of the Organization
- 5.4. Governance Structure of the Organization
- 5.5. Employed Staff (with titles and contact information)
- 5.6. Projected Current Year Total Revenues and Total Expenditures of the Organization
- 5.7. Other donors providing support to the Organization
- 5.8. Contact Person (responsible for this proposed project)

The proposal must be submitted to CIDA LIP Coordinator by e-mail to the following address:

CIDA_SCG_LIP@Canada.com

Annex 2 – Results Based Management Matrix (RBM)

CIDA has developed a number of assessment tools that, when applied, maximize the effectiveness of the project. The RBM is a performance framework which asks project partners to consider the priorities of the project and to identify both the goals and results that will be achieved through the project.

The following is an explanation of what you are asked to provide:

Goal – describe the impact that would be expected to be seen in the longer-term, rather than during the life of the project. *This goal statement should be directly linked to one or more of the CIDA LIP Results listed on page 1 of these Guidelines.*

Activities – list main project activities.

Outputs – list immediate, visible, concrete and tangible consequences of project activities (*which are expected to be evident at the end of the project*).

Outcomes – describe short-term effects of the project which are expected to be evident within several years after the project is completed. *Rephrase one or more of the following statements to describe your project's outcomes:*

1. Improved capacities of civil society organizations to develop and implement: policies and accountability structures; strategies for sustainability and advocacy; and, mechanisms for effective planning, monitoring and reporting – for sustainable health, education or rule of law.
2. Improved knowledge, awareness of various democratic governance issues (i.e. gender equality, democratic principles, inclusion of marginalized groups and youth, etc.) by civil society organizations and members of the general public in the health, education or rule of law sector.
3. More effective, strategic and accountable leadership and management of civil society groups and organizations working towards sustainable health, education or rule of law.
4. More equitable, efficient, effective transparent and sustainable resource generation, allocation and utilization of funds by civil society organizations working towards sustainable health, education or rule of law.

Indicators – describe how you will measure the success of the project as it is ongoing. Indicators' can be quantitative (e.g. statistics) or qualitative: (sound judgments or perceptions arrived at through analysis).

Risks - identify what would cause the project or goals to not be achieved, in case one of the basic premises on which the project is built might change.

The format for the RBM matrix and some example text are portrayed on the next page.

CIDA SCG LIP GUIDELINES
Supporting Sustainable Health, Education, and Rule of Law

CIDA LIP RBM Matrix

Project Title:	<i>Title should concisely describe the project</i>	
Project Goal:	<i>Must be one of the 4 results stated on page 1 of the CIDA LIP guidelines</i>	
Project Timeframe:	<i>Proposed start and end dates</i>	
Implementing Organization:	<i>Applicant organization that will manage the project</i>	
ACTIVITIES	OUTPUTS	OUTCOMES
<i>Summarized from proposal:</i> Example: <ol style="list-style-type: none"> 1. Design and deliver ToT workshops on health reform. 2. Etc. 	<i>At project end:</i> Example: <ul style="list-style-type: none"> < ToT participants competently and confidently design and deliver health reform training among peers in the community. < Etc. 	<i>See four outcome examples to rephrase on previous page:</i> <p>Improved knowledge, awareness of various democratic governance issues in health reform by community based organizations which encourage full access to effective public health services.</p>
	OUTPUT INDICATORS	OUTCOME INDICATORS
	<i>At project end:</i> Example: <ul style="list-style-type: none"> < Extent to which ToT participants can demonstrate independent planning and delivery. < Ratio of project staff (male / female) ... < Etc. 	<i>One to three years after project end:</i> Example: <ul style="list-style-type: none"> < % of target group with adequate access to primary health education < Etc.
ASSUMPTIONS and RISKS		
Example: <p>Assumption – ToT expert will be provided by donor Y and will actively participate in the sessions</p> <p>Risk – Employees and community-based organizations resistant to change and advocacy processes</p>		

CIDA SCG LIP GUIDELINES
Supporting Sustainable Health, Education, and Rule of Law

