*JOINT PROGRAMME
ON STRENGTHENING
CIVIL SOCIETY ORGANIZATIONS
FOR RESPONSIVE AND ACCOUNTABLE GOVERNANCE IN
RWANDA*

Call for Proposals

Deadline for submission: 28.02. 2017 at 11 am

1. Background

Good governance and a capable state constitute the first pillar of Rwanda Vision 2020. One of the key objectives of the Economic Development and Poverty Reduction Strategy II (EDPRS II, 2013 -2018) is to enhance Accountable Governance by promoting citizen participation and mobilisation for delivery of development. The strengthening of citizen participation, awareness and demand for accountability constitutes an integral part to further advance Accountable Governance in Rwanda. The United Nations Development Assistance Plan (UNDAP; 2013 -2018), which is aligned to the EDPRS II, also highlights the need to enhancing accountability and citizen participation in sustainable development and decision making processes at all levels. Civil society organizations (CSOs) are mentioned as an important actor to demand accountability and transparency at all levels.

Within this broader framework, the Government of Rwanda and One United Nations – Rwanda launched a Joint Programme to strengthening civil society organizations for responsive and accountable governance in Rwanda. A key component of this Joint Programme is to empower local CSOs in recognition of the important role CSOs can play in contemporary Rwandese society.

The landscape of CSOs in Rwanda is diverse with CSOs represented in a wide range of sectors such as human rights, accountable governance, social protection, peace and reconciliation, community development and empowerment. While the structures of CSOs are fairly well developed, some challenges exist in terms of diversity, membership, capacity development and presence in more rural areas of the country. The key findings of the 2015 Civil Society Development Barometer provide a useful overview of the current state of play of the national civil society in Rwanda.[1]

These challenges have some impact on the role CSOs play in influencing public policy, responsiveness to membership needs as well as on the sustainability of CSOs. CSOs could play a more important role to effectively hold state and corporations accountable as well as to meet the social needs of the people.

Several developments in recent years, such as the legal framework of CSOs[2], the enactment of the Access to Information Law, the decentralisation policy, the existence of several dialogue platforms, hold promise for enhanced public participation in service delivery and greater accountability. It can be recalled that Rwanda has already ratified the core international human rights instruments and participated in the second round of Universal Periodic Review (UPR) in 2015.

The grant making component of the Joint Programme is part of a wider strategy to deepening more permanent and sustainable dialogue channels between CSOs and Government to advocate for the voices of civil society to be heard and taken into account in public policy making. Trainings on good governance, leadership, organizational development, the human rights based approach, gender mainstreaming and project management, in addition, structured policy dialogues will be organized for the entire civil society.

This call for proposals is coming in a context of a conducing political environment. Cabinet approved in September 2016 a Government-CSO joint undertaking to improving lives of Rwandans especially the poor, and 2016 National Umushyikirano Council (NUC) emphasized partnership between GoR and CSO, Churches, NGOs and Private Sector to development.

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[1] 2015 Civil Society Development Barometer is available at
http://www.rgb.rw/fileadmin/Publications/Rwanda_Civil_Society_Barometer_2015.pdf.
[2] Law nr. 4/2012 of 17/02/2012 governing the organization and functioning of national non-governmental organizations; Law Nr. 6/2012 of 17/02/2012 determining organization and functioning of religious-based organizations.

The Call for Proposals outlines the steps to be taken to apply for grants for local CSOs.

The proposals will be evaluated by an independent Grant Selection Committee ensuring the equality of all participants.

2. Thematic Priorities and Type of Activities

The Call for Proposals will focus on awarding grants to local civil society organizations, which are legally registered by the Rwanda Governance Board in line with the existing legislation. All applicants should possess a registration certificate issued by RGB and a bank account for the organizations.

Each project proposal can focus on one of the various policy fields described hereunder, but it is important to keep in mind that each proposal should also work towards generating overall positive outcomes for the citizens of Rwanda.

The proposal should focus on one the following thematic areas:

(1) Human rights and gender equality: Rwanda ratified a great number of human rights treaties at UN and regional levels, and the Constitution also provides a strong framework for the promotion and protection of human rights. Activities can focus on the implementation of the international obligations of the state of Rwanda, including the so-called shadow or parallel reporting to UN treaty bodies and the implementation of the accepted 2015 Universal Periodic Review (UPR) recommendations. Activities can also focus on improving gender equality which aims to overcome the still prevalent inequalities between women and men in social and economic spheres. Projects focusing on the rights of persons with disabilities also fall under this thematic area.

Whereas human rights and gender equality are cross-cutting issues, the above-mentioned activities can specifically focus on one of those two themes or on both.

(2) Activities to strengthen Family Cohesion, Child Protection, anti-SGBV & Child Abuse: Sensitization and advocacy activities to promote gender equality & promote behavioral change: innovative activities should include effective models of working with women, men, boys and girls at the community level to behavioral change to reduce violence & build health families. Activities could tackle the gender dimensions which influence decisions on education, working arrangements, family and reproductive health or tackle violence against women.

Activities can also include public awareness campaigns; development of educational materials on gender related issues such as the Sexual, Gender Based Violence (SGBV) and Child abuse (CA) survivors and available services

Activities can also focus on Human trafficking, fighting drug abuses among the youth, and mental health and psychosocial support. Interventions supporting existing mechanisms such as "Umugoroba w'Ababyeyi", Community Health Workers (CHWs) and Social Workers of the Isange One Stop Center will also be considered.

(3) Legal aid and mediation: These activities include: Citizen's sensitization/awareness about new laws and other crucial laws such as family law, land related laws etc. Legal advice and assistance through legal (&advocacy) mobile clinics, legal aid week etc. In terms of mediation, the activities should include the capacity building of Abunzi, community Policing committees and Village committees. In particular, activities should include legal advice to the survivor of SGBV and CA, including providing information about the rights of survivors, legal procedures available, as well as providing free legal counseling and representation (especially for civil matters related to the criminal case), transport, and accompaniment of the survivor and the family.

(4) Activities aimed at supporting civic education and voter's education: These activities include promoting civic engagement and support to democratic and participatory governance. Civic education aims to promote the demand for good governance and be used to address a wide variety of policy issues, including but not limited to, corruption, rule of law, and human rights. Civic education aims to increase the understanding of the citizens of the workings of the political and governance structures as well as the rights and obligations of the citizens. The increasing ability of citizens to analyze, evaluate, take and defend positions on public issues and to use their knowledge to participate in governance processes is another goal of civic education. Given the timeline of this Call, applications can also specifically target voter's education and election monitoring in view of the upcoming Presidential elections in 2017. Activities focusing in this field should primarily take place outside the context of the formal school system.

(5) Activities in the field of social protection and public health: Project proposals in this area can take a comprehensive approach to social protection which entails multiple dimensions (e.g. poverty alleviation, decent work, education, public health, sanitation and) or focus on a specific area of social protection for rapid graduation from poverty. Social protection can play a fundamental role in poverty eradication and increasing sustainable human development. Proposals in this category can also focus on public health issues.

(6) Activities supporting extension services in agriculture and livestock: Project proposals in this area can include interventions supporting a wide range of activities in agriculture covering multiple dimensions, for example food security, livelihood, and poverty eradication. Interventions related to access seeds and fertilizers, sensitization for increased productivity; community empowerment and organization and support to increase delivery of the sector for citizen and farmers.

(7) Activities focusing on citizen participation, accountability and service delivery: Enhancing a participatory approach of citizens in budget, development planning, accountability and service delivery can be an effective way to further deepening the governance structures and citizen – government/local authorities' relationship by creating a two-way dialogue. Participation of citizens in the policy formulation, implementation, monitoring and review of budgeting, development plans and service delivery can be a good way to further increase the accountability, transparency and effectiveness of the allocation of revenues and the impact of national and local policies and programs. Proposals in this category should focus on clear advocacy targets. Proposals which will target vulnerable groups can receive extra marks.

(8) Activities focusing on cooperatives development, youth, employment, and culture promotion: Activities can include innovative initiatives led by CSOs supporting cooperatives development as well as communities in youth's social, economic, cultural and moral welfare.

Activities in this field can also target vocational training interventions focusing on self-employment. Activities taking place in rural areas and secondary cities are encouraged.

(9) <u>Activities to support capacity building of organizations, including in the media sector</u>: Activities can include a wide range of capacity building interventions which could include overall professional development, specific technical areas such as for example investigative journalism and think thanks as well. Innovative and creative media approaches are encouraged. Capacity building initiatives in NGOs and FBOs will also be considered.

(10) **<u>Protection of the environment for green growth and climate resilience</u>:** Rwanda's economy is heavily dependent on her environment and natural resources, and the livelihoods of rural (and increasingly urban) communities depend on access, use and management of such resources. In our country, pursuing green economy is a priority area of economic transformation that is considered amongst the four thematic areas of the Economic Development and Poverty Reduction Strategy (EDPRS II) while Environment and Climate Change have been selected as cross cutting issues. Activities can include any of the following: green technologies and innovation reduce vulnerability to climate change and Green House Gas emissions, waste management and hygiene in homes, schools, buildings and public places, water and energy efficiency, green urbanization and /or 'green village' (for rural settlements), protection of Lake shores (50m) river banks (10 m) and wetlands, rehabilitation of mining sites, planting of trees especially indigenous species and mainstreaming of activities geared to environmental protection and reduction of climate change in Sector Strategic plans and District Development plans and performance contracts.

3. Cross Cutting Areas

Gender Equality: Each proposal will be screened against its gender sensibility and promotion of gender equality values. It is good practice for any project to demonstrate that gender aspects have been taken into consideration even if the main subject matter is not focusing on gender issues. This may be done through gender mainstreaming approaches or gender specific components within the project. Disaggregating data on target groups, beneficiaries, stakeholders and staff in relation to their gender roles is also recommended. Civil society organizations which can demonstrate an active effort in staffing gender balance, particularly in key and senior positions, will also be favorably considered.

Human Rights Based Approach: Each proposal should contribute to the the realisation of human rights as laid down in the Universal Declaration of Human Rights and the international human rights instruments which Rwanda has ratified, in line with the responsibilities of the duty bearers (*authorities*) and the rights-holders (*citizens*) respectively. In line with the human rights based approach, each proposal should respect the principles of participation, accountability, non-discrimination, transparency, human dignity, empowerment and the Rule of Law.

Environment and Climate Change: Each proposal should indicate how the project will adapt and reduce the impact of climate change on the environment. All proposed projects should benefit individuals from all categories (children, youth and adults) while carrying out activities aimed at ensuring environmental sustainability in homes, schools, communities and workplaces.

4. Financial Allocations

Proposals submitted can have a maximum budget of 25,000,000 RWF.

CSOs are required to provide own contributions, which should be reflected in the budget (5%). Own contributions can be in-kind contributions such as office space, equipment (IT equipment, office furniture and vehicles), volunteer staff, etc.

5. Eligibility Criteria

5.1. Who can apply? Eligibility of applicants

For the purpose of the Call for Proposals, civil society organizations encompass national non-governmental organizations and faith based organizations defined as follows: [3]

- **National non-governmental organizations** *(including media associations registered by RGB)*
- **Faith based organizations**

5.2. Eligible actions

a. Duration

The proposed action can have duration of up to a maximum of twelve (12) months. The starting date of the action will start on the day of signature of the grant agreement.

b. Location

The actions should take place in the territory of Rwanda.

A good geographical coverage of the action is encouraged. Actions taken place in rural areas will be considered positively in the selection process.

c. Types of action

The proposed actions have to fall within the specific thematic priorities and type of activities of this call for proposals *(see section 2 – thematic priorities and type of activities).*

An action contains several coherent and self-contained sets of activities that respond to the specific needs of a targeted group and that would achieve a specific objective within a specific and reasonable timeframe.

The following actions are ineligible and will not be selected:

- Actions focusing only or mainly with sponsorships for participation in seminars and conferences, trainings and studies;
- Actions supporting individual political parties;

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[3] Law nr. 4/2012 of 17/02/2012 governing the organization and functioning of national governmental organizations; Law Nr. 6/2012 of 17/02/2012 determining organization and functioning of religious-based organizations

- Profit making actions;
- Actions focusing on proselytism.

5.3. Eligibility of costs

All costs must be based on real costs based on supporting documents, and the proposed budget should be realistic and cost-effective *(see also evaluation grid; value for money)*.

Before signing the contract, requests can be made to the organizations to seek clarification regarding the budget.

Debt charges, purchases of land and buildings as well as currency exchange losses are not eligible costs.

6. Procedure to follow on how to apply

Applicants have to fill in the standard application form *(see list of Annexes).* All applicants should strictly keep to the format of the application form. Failure to do so will lead to automatic rejection of the proposal.

The application form needs to be filled in as clearly as possible, as it is the basis for the assessment.

All documents need to be filled in electronically. Hand-written applications will not be accepted.

Applicants should also fill all the required supporting documents (*see list of Annexes).* Incomplete applications will be rejected.

Applicants must submit their application (physical documents) in English or French.

Documents to be submitted are:

1. Project Proposal Form including the results framework and annual work plan (signed) - Word format only *(see Annex 1)*
2. Project Budget Form (signed) - Excel format only *(see Annex 2)*
3. Copy of registration certificate from RGB
4. Proof of existence of the bank account for the organization via letter of the bank. Please note that if selected, the applicant will have to open a specific bank account for funds received under this Call.

The Project Proposal Form including the results framework and annual work plan, copy of registration certificate from RGB, the proof of existence of the bank account for the organization via letter of the bank with the Project Budget Form should be sealed in one envelope.

The envelope should be submitted with the name of the institution, and the title of the proposal on it. It is required that the name of the applying organization, the title of project proposal and the thematic area an organization is competing for shall be clearly written on the outer envelope.

All applications should be submitted by hand delivery to the office of the Rwanda Governance Board on

the address below:

RWANDA GOVERNANCE BOARD (RGB)
Kigali, Rwanda - KG 178 ST
P.O BOX 6819, Kigali
Tel : +250 55112023
E-mail : info@rgb.rw
Website : www.rgb.rw

Applications will be received by a dedicated staff of *RGB within the CSOs Project Unit located on the 6th Floor.*

Applicants should sign in an application registration book after filling in the name of his/her organization, the date and exact time for submission*. The recorded envelope will then be deposited* in a sealed drop- in box *and a notification of receipt will be provided to the applicant.*

The deadline for submission of the applications is 28.02.2017.

7. Selection Mechanism

7.1 Grant Selection Committee

The Grant Selection Committee has been established and is composed of representatives of key stakeholders including the academia, Ombudsman, National Human Rights Commission, Rwanda Environment Management Authority, youth and women organizations.

The final decision will be taken by the Program Steering Committee chaired by Rwanda Governance Board and co-chaired by One UN - Rwanda.

7.2 Selection phases

a) Administrative check

During this initial phase, the following elements will be checked:
- Timely submission before the deadline
- Adequate submission of the application form and all supporting documents
- Submission of a sealed envelope as proposed under section 6
- CSO has a valid registration certificate (temporary, legal personality or a certificate of compliance)
- Submission of the proposal in English or French

Only the completed applications which respect these conditions will be evaluated.

b) Evaluation phase

The Grant Selection Committee will base its evaluation of submitted proposals on the Selection Criteria listed hereunder.

Project Proposal Evaluation Grid	Scores	
1. Relevance	Sub-score	35
1.1 Relevance of the needs and constraints identified for the country/local context? How relevant is the needs assessment approach? *Note: actions targeting rural areas will receive a higher mark.*	10	
1.2 Relevance to thematic areas listed in section 2:	15	
1.3 Relevance to the cross cutting issues (gender equality, human rights based approach, environment and climate change)	5	
1.4 Have the target groups and final beneficiaries been clearly identified and their needs well analyzed? *Important! Only proposal reaching the threshold of 25/35 will pass to the next phase of evaluation*	5	
2. Methodology	Sub-score	25
2.1 Are the activities and work plan consistent with the objectives of the project and presented in a clear and structured manner?	10	
2.2 Is the results framework well-structured following an adequate hierarchy of results? Does it include objectively verifiable indicators and provides for means of verification (surveys, reports etc.)?	5	
2.3 Is the Work Plan proposed adequate to the implementation of all activities with good levels of quality?	5	
2.5 Are the roles and responsibilities of all stakeholders and project structure clearly detailed and relevant to the accomplishment of the proposal's objectives?	5	
3. Sustainability	Sub-score	15
3.1 Is the proposal likely to have a long lasting impact on the target groups beyond the project's duration? Is the proposal likely to have multiplier effects? Are there going to be any mechanisms, frameworks	15	

	Sub-score	
or institutional structures left behind with a clear plan on how they will keep functioning or being used?		
4. Cost effectiveness	Sub-score	15
4.1 Does the proposal contain a reasonable costing with relation to the results it will achieve (value for money)? Is the ratio between the planned resources and expected impact satisfactory?	5	
4.2 Is the proposed budget displaying necessary and relevant costs for the achievement of the project's objectives? Are all activities properly reflected in the budget in a detailed manner?	5	
	5	
4.3 Does the proposal contain CSO own contributions (in kind or in cash) that will directly contribute to the activities presented in the proposal?		
5. Operational and financial capacity	Sub-score	10
5.1 Does the applicant have sufficient and demonstrated experience of project management? Does the applicant have sufficient management capacity (e.g. staff, equipment)?	5	
5.2 Does the applicant have stable and sufficient sources of finances	5	
TOTAL SCORE		**100**

The candidates will be informed in writing of the final decision taken. In case any applicant wants additional information once it has received its written notification, it will have 7 days to present a written request.

After the selected CSOs are notified of their success in qualifying for a grant, the contracting phase will start during which any outstanding issues, technical or financial; can be discussed in order to reach an agreement.

The Rwanda Governance Board and the One UN Rwanda will deliver technical support on project implementation to the awarded CSOs to strengthen the effectiveness of the planned interventions and in view of future sustainability.

Such support can be provided on an individual basis as well to the group of selected CSOs including peer exchange. Several technical tools will be developed to further strengthen the capacities (e.g. project management manuals, workshops).

The overall aim of this technical support is to develop the capacity of CSOs to robustly plan, implement, monitor and evaluate sustainable projects within their respective areas of expertise. This should lead to increased quality and impact of the projects implemented by the awarded CSOs

This call for proposal can also be found on the following websites:
www.rw.undp.org
www.rgb.rw

<u>Annex 1</u>   Project Proposal Template

Instructions

- *Do not exceed <u>15 full pages</u> of text (any text exceeding 15 pages will not be considered in the evaluation).*
- *Delete the instructions in italic once you have completed the form.*
- *Do not modify this template and respond, in the same sequence, to each of the sections listed below.*
- *The evaluation will be carried out in accordance with the evaluation grid provided in the Evaluation Grid*

1. **Project Summary   (max. 1 page)**

Indicate under which Thematic Area you are applying	*Important! Each applicant should clearly indicate in the application under which thematic area the organization is submitting its proposal. Each organization can only apply under one of the thematic areas.*
Project Title	
Name of Civil Society Organisation	
Geographic coverage of the project:	*Nationwide or specify the different areas as detailed as possible*
Duration of the project	*Indicate number of months* *Should be up to a maximum 12 months*
Project Budget	*REQUESTED AMOUNT: Mention the total requested amount in RWF* *OWN RESSOURCES: Mention the total of own resources in RWF*
Beneficiaries	*Provide numbers and disaggregate by gender when possible. Try to distinguish between direct and indirect*
Contact details of focal point of CSO	*Must be a staff of the CSO. Indicate name, phone, email*
Address & Website	

2. **Background situation analysis (max. 1 page)**

3. **Problem analysis and needs assessment. Identify the needs and constraints at national and/or local context. (max. 2 pages)**

4. **Outline the thematic area and the activities planned (max. 3 pages)**

5. **How will cross cutting issues be integrated? (max. 1 page)**

6. **Outline and describe the target groups and final beneficiaries (max. 1 page)**

7. Describe the Expected results following this format (max. 2 pages)

Results	Description	Indicator	Baseline	Target	Means of verification	Risks and Assumptions
Outcome						
Output 1						
Activity 1.1						
Activity 1.2						
…						
Output 2						
Activity 2.1						
Activity 2.2						
….						

8. Outline an Annual Work Plan following a monthly calendar and this format (max. 1 page)

Month / Activity	1	2	3	4	5	6	7	8	9	10	11	12	Location of Activity
Example													Example
Preparation Activity 1 (title)	▓	▓	▓										
Execution Activity 1 (title)				▓	▓	▓	▓	▓	▓	▓	▓		
Preparation Activity 2 (title)													
Execution Activity 2													
Etc.													

9. Describe the project management structure and division of labor and responsibilities of all stakeholders involved (max. 1 page)

10. Sustainability of results (max. 1page)

Describe any possible multiplier effect. How will a long lasting impact on target group be ensured?

Will any mechanisms, frameworks or institutional structures be created with a clear plan on how they will keep functioning or being used.

11. Describe the operational and financial capacity of your organization (max. 1 page)

    a.   Outline experience in project management

    b.   Describe overall management capacity (e.g. staff, equipment)

    c.   Outline the financing of your organization and the evolution of financial resources during last five years.

Annex 2   Budget (in RWF)

Applicants have to use this format but are encouraged to be as detailed as possible.
The headings and sub-headings A.1, A.2, B.1 are mentioned as illustration.

	General Category of Expenditures (in RWF)	Unit	Number of Units	Unit Value	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
A.	**Personnel**								
A.1	Project Manager	Per month							
A.2	Field Coordinators								
A....	....								
B.	**Workshops/trainings/seminars /events**								
B.1	Conference room rental								
B2.	.....								
C.	**Communications**								
D.	**Travel/transport**								
E.	**Office operations**								
E.1.	Office rent	Per month							
F.	Other [Specify]								
F.1.	Publications	Per copy							
	TOTAL PROJECT BUDGET								
	TOTAL REQUESTED UNDER APPLICATION								
	TOTAL OWN CONTRIBUTIONS								