

**CALL FOR GRANT APPLICATIONS:
CIVIL SOCIETY MONITORING OF
PUBLIC SERVICE DELIVERY AND
PUBLIC ACCOUNTABILITY**



Grants supporting civil society actions to monitor the effectiveness of government resource allocation and public service delivery are being made available under **Partners for Empowerment**, an EU-funded project led by PASOS (Policy Association for an Open Society), working closely with country partners and the Partnership for Transparency Fund e.V. The project focuses on five Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Moldova, and Ukraine). Grantees will be supported by organisational capacity mentoring from experienced civil society organisations (CSOs) and organisational development experts and will have access to webinars/toolkits on organisational capacity development and watchdog/monitoring methodologies.

Deadline for applications: 20 September 2015

Total budget available in this call: EUR 300,000

Budget per project: minimum EUR 10,000 up to a maximum of EUR 30,000

Country coverage: Armenia, Azerbaijan, Belarus, Moldova, Ukraine

Project implementation period: November 2015–July 2016

Language of applications: Applications can be submitted in English or in Russian

CRITERIA

Eligible organisations: not-for-profit, civil society organisations, with particular emphasis on local CSOs (non-registered organisations will also be eligible depending on the current legal framework enabling registration of independent CSOs).

Eligible activities: Actions by CSOs that monitor effectiveness of allocation of public resources in terms of budget allocations, public service delivery and policy outcomes. Initiatives should include strong grassroots engagement and public outreach to enhance public accountability.

The core focus of activities should cover one or more of the following:

- monitoring of public procurement and effective government use of EU financial support, e.g. in connection with Comprehensive Institution Building (CIB) support or Association Agreements (or national or local budget expenditure that includes EU support)
- monitoring of local government service delivery
- monitoring of public accountability mechanisms, e.g. public controls over conflicts of interest, and public participation in budgeting, or state agencies/state enterprises/local or regional government, and their observance and implementation of laws and procedures
- monitoring and evaluation of implementation of environmental standards

Expected outputs:

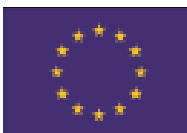
- well researched watchdog reports and monitoring
- strengthened CSO organisational capacity and establishment of coalitions advocating for change
- development of tools, websites, knowledge to monitor public procurement and public service delivery

Mentoring and institutional twinning:

Shortlisted applicants will be guided in further development of their proposal with experts in organisational development, including in:

- Implementation of organisational change and leadership development
- Choice of institutional twinning partners – exchange with well established CSO working in watchdog areas similar to the mandate of the applicant
- webinars and watchdog/monitoring toolkits in English or Russian on tools to hold governments to account, e.g. public procurement monitoring methodologies

Budget considerations: Applicants should include the costs of institutional twinning and/or thematic expert mentoring in the grant budget (organisational development mentoring and online webinars will be provided by the Partners in Empowerment project partners, so do not need to be budgeted). The grantees



THIS PROJECT IS FUNDED BY THE EUROPEAN UNION

Partners in Empowerment (ENPI/2014/354-731) is funded through the EU's Neighbourhood Civil Society Facility (European Neighbourhood and Partnership Instrument) Regional actions

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Civil Society Monitoring of Public Service Delivery and Public Accountability



must also include in their budget expenditure verification reports prepared by independent auditors).

About the project and grant scheme: *Partners in Empowerment* is a three-year project supported by the EU's Neighbourhood Civil Society Facility (European Neighbourhood and Partnership Instrument) Regional actions. The lead partner is PASOS (Policy Association for an Open Society) - a network of independent think-tanks in Central and Eastern Europe and Central Asia with experience of subgranting, capacity-building, and international project management. On the grants scheme, PASOS will be working closely with the project country partners and with Partnership for Transparency Fund e.V., a group of experienced development experts providing advice and small grants to CSOs that engage citizens in actions to improve governance, increase transparency and reduce corruption.

The project partners are:

- PASOS (Policy Association for an Open Society)
- Partnership for Transparency Fund e.V.
- Transparency International Anti-Corruption Centre, Armenia
- Center for Economic and Social Development (CESD), Azerbaijan
- Office for a Democratic Belarus
- Transparency International Moldova
- Transparency International Ukraine

Grants timeline:

First half of September 2015: Webinar(s) for applicants (in English and Russian according to demand) on Essential Tools and Methodologies for Procurement Monitoring - details to be announced later

20 September 2015: Deadline for grant applications

20-30 September 2015: Shortlisting (pre-selection) of applications (with the intention of awarding grants to majority of pre-selected applicants)

1-20 October 2015: Organisational development mentoring of pre-selected applicants, including refinement of project proposals

November 2015 - July 2016: Grant activity period, accompanied by mentoring and webinars tailored to applicants' needs and activities

July-September 2016: Evaluation and expenditure verification of grant activities

October 2016: Launch of call for second round of grant applications

The project partners will provide grantees with in-country and international expert mentoring. Each grant will be combined with online mentoring, external project evaluation, and strategic development support.



APPLICATION FORM:

Proposals should be submitted in English or Russian to grants@pasos.org by midnight CET, 20 September 2015.

There are three sections to the application form:

1. About the Applicant Organisation
2. Organisational Capacity Assessment
3. Project proposal

Section 2 will enable the Partners in Empowerment project partners to provide targeted organisational development support to the applicants to improve their capacity to implement the project and to refine the project concept itself. In Section 3, applicants should explain how the proposed activities will meet the eligible activities and expected outputs, and outline how expert support (twinning, mentoring) would strengthen their capacity to achieve the expected outputs.

1. ABOUT THE APPLICANT ORGANISATION

Lead applicant (name of organisation): _____

Website or URL with information about the organisation: _____

Legal form (e.g. non-profit organisation)¹ _____

Annual budget and staffing (provide an indication of the number of staff (internal or external) and their functions, and the annual budget of the lead applicant): _____

Mission and strategic objectives of the lead applicant (maximum 100 words): _____

Summary of projects and achievements in watchdog/monitoring actions in the period 2012-2015

(maximum 200 words): _____

¹ non-registered organisations can apply in the case of Belarus and Azerbaijan

2. ORGANISATIONAL CAPACITY ASSESSMENT

The **Organisational Capacity Assessment (OCA)** will be supplemented by strategic institutional development mentoring, focusing on project monitoring & evaluation, leadership development, sustainable strategic and financial development. This will result in clear organisational strategies for the CSOs concerned, and in high-quality project proposals.

Applicants are required to complete the following self-assessment questionnaire, looking at staffing, knowledge of policy cycle at national or local level, research capacity and research methods, advocacy capacity and tools used, experience or interest in budget monitoring, level of experience of, and/or interest in, coalition-building at local or national level. The OCA comprises three sections:

1. Missions, Goals, Strategy
2. Leadership and Operations Management
3. Policy Expertise/Monitoring Skills

Please complete all three sections, and answer as openly as possible, so that the *Partners in Empowerment* partners can devise the optimum mentoring and expert support to assist your organisation.

1. MISSION, GOALS, STRATEGY:

Does your organisation have the following processes and corresponding resources:	<i>Not at all</i>	<i>To some extent, but not in all areas and/or in need of substantial improvement</i>	<i>Yes, but in need of some improvement</i>	<i>Yes, with no need for improvement</i>
- mission statement and programme consistency in line with mission statement				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- setting of clear medium-term and long-term goals				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- mission-specific expertise (skills and staffing) to undertake the organisation's programmatic functions				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				

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2. LEADERSHIP AND OPERATIONS MANAGEMENT:

Does your organisation have the following resources/capacities/processes:	<i>Not at all</i>	<i>To some extent, but not in all areas and/or in need of substantial improvement</i>	<i>Yes, but in need of some improvement</i>	<i>Yes, with no need for improvement</i>
- capacity in terms of resources (financial and staffing) available to organisation's leader(s) to prioritise and innovate, and to predict and respond to internal and external changes				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- strategic development and financial sustainability planning				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- effective Board governance and oversight of management				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- project evaluation & monitoring procedures and staff expertise in M&E				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				

Does your organisation have the following resources/ capacities/processes:	<i>Not at all</i>	<i>To some extent, but not in all areas and/or in need of substantial improvement</i>	<i>Yes, but in need of some improvement</i>	<i>Yes, with no need for improvement</i>
- independent external audit of finances				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- staff expertise in budgeting & financial management				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- staff expertise in evidence-based research and analysis				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- staff expertise in CSO/coalition leadership				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				

3. POLICY EXPERTISE/MONITORING SKILLS

Does your organisation have the following skills/experience:	<i>Not at all</i>	<i>To some extent, but not in all areas and/or in need of substantial improvement</i>	<i>Yes, but in need of some improvement</i>	<i>Yes, with no need for improvement</i>
- knowledge of policy cycle and experience of achieving results in engaging public officials in policy reform				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- experience/skills in stakeholder and context analysis				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- experience in building, or participating in, CSO advocacy coalitions				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- experience/expertise in monitoring budget transparency/public procurement				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- understanding of the budget process and public procurement procedures in your country at national/local/regional level (e.g. decision-making on allocations, and data openly available to public)				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				

Does your organisation have the following skills/experience:	<i>Not at all</i>	<i>To some extent, but not in all areas and/or in need of substantial improvement</i>	<i>Yes, but in need of some improvement</i>	<i>Yes, with no need for improvement</i>
- skills in analysing complex and diverse data sources to monitor policy outputs and deliverables				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- skills/experience in monitoring public procurement procedures, including auditing				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- skills/experience in monitoring policy outputs (including impacts on poverty, environment, public services)				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				
- skills/experience in formulating reforms to budget procedures or procurement procedures				
Outline briefly the main needs/opportunities to improve, and also the threats and risks faced:				

