

## COVER PAGE

Country: India

UNDAF Outcome	Enhanced women's capabilities and participation in spheres of economic and political empowerment
Expected Outcome	Promotion of gender equality through extensive dialogue, and greater understanding of the role of women's leadership in the change process as well as the factors impacting on the same.
Expected Outputs	<ol style="list-style-type: none"> <li>1. Strengthened capacities of selected women in advocacy, lobbying and campaigning skills.</li> <li>2. Increased lobbying and advocacy efforts for passage of women reservation bill and for affirmative actions by parties to enable more women to reach party positions and given election tickets.</li> <li>3. Network of women leaders of South Asia created.</li> </ol>

Executing Agency:

Centre for Social Research

Implementing partners

Women Power Connect

## Narrative

Project shall build capacity of marginalized women to participate in state and national electoral politics to catalyze democracy and minimize gender deficit. Advocacy and lobbying with political parties to increase seats for women within parties and lobbying for passage of 33% Reservation Bill shall be key activities. Participant women shall be selected from entire India, with proportional regional representation. Special emphasis shall be on building leadership amongst the marginalized women belonging to Scheduled caste/Scheduled tribe and backward classes.

Programme Period: 2003- 2007

Programme Component: Achieving MDGs and reducing human poverty

Project Title: Enhancing the Role of Women in Strengthening Democracy

Project ID: # UDF-IND-06-058

Project Duration: March 2007 - December 2008

Management Arrangement: NGO Execution

Total Budget	US\$ 344,575
Allocated resources:	
• Government	_____
• Regular	_____
• Other:	
<input type="checkbox"/> Donor	UNDEF US\$ 344,575
<input type="checkbox"/> Donor	_____
<input type="checkbox"/> Donor	_____
• In kind contributions	_____
Unfunded budget:	_____

Agreed by: \_\_\_\_\_  
(Government)Agreed by: \_\_\_\_\_  
(Centre for Social Research)Agreed by: \_\_\_\_\_  
(UNDP)

## 1: SITUATION ANALYSIS

In the world, around 95 countries have instituted quotas and other positive measures to include women in politics. These affirmative actions have broken barriers and have encouraged conclusive outcomes with greater participation of women in democratic functioning of the nations. India is the first country in the world that gave suffrage to women along with the men while adopting its Constitution. However, there continues to be a deficit in the rights for the women to get elected to the highest echelons of the democratic India. Women's slim percentage in Indian Parliament reflects this.

This gender deficit in democracy is a result of number of barriers and restraints that prevent women from joining the electoral process. The issue of quota to promote the participation of women in the democratic process at the highest level has been at the centre of public debate, but the final breakthrough has not been possible. Similarly, there is deficit in allocation of seats to women in most political parties. The 73<sup>rd</sup> and 74<sup>th</sup> amendment of the Indian Constitution brought 33% reservation in the local governance and paved way for more than a million women to enter local self governance. When conditions are made favourable, more and more women come forward to contest elections and win. This stride of women into the electoral politics and public arena has shown long-term implications for gender relations in society and the family. This has enabled women and marginalized sections of the society to articulate their interests and speak for their rights.

In this context of gender deficit in the democratic process, it is important to enhance the capacity of the women to contest elections for state and national Parliament. It is essential to train women who have been successful in the local governance and those who wish to enter the state and national parliaments so that they can overcome the barriers and develop the skills to understand the electoral politics and the dynamics of political process. Existing network needs strengthening to support and help sustain women in politics. There is also a need to share the best practices and examples with other South Asian countries, for not only the democracy in these countries can be strengthened, but also the gender deficit in the democracies can be minimized.

UNDEF Fund can play an important role in supporting the national and regional momentum towards bridging the above gender deficit. United Nations as a neutral body is well positioned to support this goal. UNDEF Fund can help develop women leaders, help advocacy for their quotas and strengthen networks.

The project objectives are also in sync with the objectives of promoting gender equality in the current UNDAF which are –

- enhance women's decision-making capability
- promote equal opportunity and
- support policy changes.

## 2: STRATEGY

Project follows novel approach and is unique as **first time a pool and network of women leaders will be created**. Such pool presently does not exist. Project shall prepare women to reach state and National parliament. The project strategy is to enhance the role of women in politics and in strengthening of women leadership through capacity building. A **Three-Component approach** shall be followed. The over all project strategy is given as under.

The key strategy will be to bring women into state and national level politics and political structures by their capacity building and by creating forward and backward linkages. There shall be a series of campaigns and training programmes to prepare the women as electors, elected and as prospective candidates. Select women, who have already contested local self governance elections or those who are willing to contest state and

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national level elections, from all across India shall be trained in higher electoral politics, leadership, advocacy, lobbying skills and campaigning skills.

The project shall have **three components** as integral part of its comprehensive strategy. The **component one**, relates to building capacities of women in local governance, who are willing to contest state and national level elections. This activity shall be done in to three steps. **Step 1**, will encompass **situational analysis and need assessment studies** in four regions of India, for identifying the women for capacity building training and for developing the training modules. There shall be a desk research, followed by field study wherein, about 1000 women who have contested elections and won/lost, political party women wing heads, party leadership, civil society leaders, shall be contacted. Stratified random sampling shall be used and proportional regional representation shall be given. The sample shall be selected at three levels- National, State, and Panchayati Raj Institutions/SHGs level etc.

The **step 2**, would be to **develop the training modules**, both the facilitator led trainings as well as online modules. The trainings shall be customized according to the need assessment study results so that all practical matters specific to a region are adequately addressed. CSR will conduct four Training of Trainer workshops for the lead institutions working on women's participation in governance in four different regions of India. These institutes will include Lal Bhadur Shastri Institute, leading national and State Universities, Gandhi Peace Foundation, women's organizations etc. From this workshop, one core institute per region shall be selected as a key partner in conducting training for the women leaders across the country. For the TOT and the training workshops, the trainers shall be selected amongst the lead politicians across parties, women in governance, gender trainers etc.

The **step 3 or the final step is imparting 30 trainings**, across India. Each training shall have around 30-35 participants. The pool of trainee shall comprise of women who are inside the political process, such as party's women wing activists/party women and the women in alternate politics, such as the civil society leaders from larger women's coalitions, women entrepreneurs organizations such as FLO and CII Women Forum, state level civil society leaders and women leading in the Self Help Groups at the grassroots level. The selection of women will focus on building, promoting and empowering new leadership of women especially from under privileged sections of the society including the Scheduled Caste/Scheduled Tribes.

The **online course** will run through the CSR portal and will be available to women willing to undertake the course. The course will also be open to grassroot organizations working on strengthening democracy and enhancing political participation of women at all levels.

The Training Sessions will be conducted in 4 regions of India. Each region will comprise of number of states as shown under. In each region, the trainings shall be conducted in selected cities.

Region of India	States and Union Territories covered under the region	Training centre in each region	Number of Trainings
1: North	Jammu & Kashmir, Punjab, Haryana, Chandigarh, Himachal Pradesh, Delhi, Uttaranchal, Uttar Pradesh, Rajasthan,	Chandigarh, Udiapur, Lucknow, Varanasi, Shimla, Jammu, Jaipur, Dehradun	8 Trainings
2: West	Madhya Pradesh, Gujarat, Maharashtra, Dadra Nagar Haveli, Daman and Diu, Goa	Nagpur, Pune, Panaji, Indore, Bhopal, Ahmedabad, Baroda	7 Trainings
3: East	Bihar, Jharkhand, Assam, Meghalaya, Arunachal Pradesh, Nagaland, Manipur, Mizoram	Patna, Ranchi, Shillong, Guwhati, Calcutta, Bhuwneshwar, Raipur	7 Trainings

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	and Tripura, Chattisgarh, Sikkim, West Bengal and Orissa		
4: South	Karnataka, Andhra Pradesh, Tamil Nadu, Kerala, and Pondicherry	Banglore , Mysore, Hyderabad, Chennai, Trivendrum, Pondicherry, Triupati, Humpi	8 Trainings

**Component two** will be to **intensify the lobbying and advocacy for the passage of the Women Reservation Bill and sensitization of the political parties** for the affirmative actions to promote women candidates in form of party quotas and party's organizational structure. The parties shall also be sensitized through meetings to give tickets for seats that are winnable as it has been seen that most women are made to stand as a proxy candidate from losing seats. The target group for the lobbying and advocacy action will be the party leadership of the recognized state and national parties. The second line of target shall be the women wings of the parties and the young generation members of legislative assemblies (MLAs) and Parliament (MPs). This shall be done through WPC. The national level activities shall be taken up by WPC head office in New Delhi and the regional activities shall be taken up by the regional members of WPC. (There are more than 500 institutional and individual members of WPC all across India and are growing.)

**Partnership with Media:** Media will also be used as an effective tool for spreading awareness and sensitization of the public as well as political parties. A media campaign will be planned and press releases, press conferences shall be held from time to time to disseminate information. The key focus will be towards changing the social attitudes and mindset regarding the participation of women in politics and to break the barriers and remove constraints, which women face during political campaigns.

**Component three - is knowledge sharing and documentation of the process.** A knowledge sharing workshop shall be organized to share the learnings across South Asia, so that similar process to create a pool of women leaders can be replicated in these countries to strengthen the democracies in South Asia.

In most South Asian countries the democracy is new and fragile with only 16.3% of women in Parliament. There is a need to engage the women leaders to participate in the governance of their countries and strengthen the democratic processes.

The South Asia forum is intended to be a knowledge sharing platform. Here the learnings from the project, the best examples, the challenges will be shared with the lead women organizations, women leaders and other stakeholders of the South Asian countries. The process of sharing learnings will trigger a similar process within other South Asian countries. It will encourage women to engage in active lobbying and advocacy for the participative governance.

For the workshop, Regional chapters of South Asia Network For Women in Politics will be invited. This network is active in the region since the UN Conference in Beijing in 1995. The representatives of the UNDP offices in the South Asian countries will be involved in the process.

The entire process shall be documented for greater learning experience. Documentation of capacity building strategies would specially include the situational analysis, need assessment, holistic approaches towards planning, training materials and methodologies, feedback of the trainings etc. The media reports and stories in the national and vernacular media shall also be documented. Through the documentation, it will be able to elicit lessons on women constraints, needs and priorities for capacity building and leadership development and impact on greater participation of women in electoral politics. It will be ensured that the lessons are fed back into overall capacity building plans. The **online section on CSR website** shall be continuously updated with the

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reports, best practices, photographs and other informational and data on women in politics. This will serve as a **knowledge hub** and enable greater dissemination of the learnings.

Ensuring equal rights for women and men is a constitutional commitment that the UN system will support. Creating an enabling environment is critical for achieving the national goal of women's empowerment. The UN system is in the process of working collectively towards reviewing and supporting policies, legislation and supporting mechanisms that promote equal rights for women. The UN system is expected to facilitate and promote women's access to various institutions, including education and training institutes and locally elected governing bodies.

### **3: RESULTS AND RESOURCES FRAMEWORK**

Annexure - VI

### **4: ANNUAL WORKPLAN BUDGET SHEET**

Annexure - VII

### **5: MANAGEMENT ARRANGEMENTS**

The Centre for Social Research will be the implementing agency of the project alongwith WomenPowerConnect.

A Project Board will be set up with the Centre for Social Research as the chair and will comprise representatives from UNDP and the Government. The Project Board will meet twice a year and will provide the required oversight to the project and also ensure the overall coordination of the programme.

UNDP will play the role of Project Assurance and will ensure linkages between this project and other similar ongoing initiatives. It will be responsible for monitoring the project to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified time and cost. The Centre for Social Research will appoint a Project Manager (TOR attached – Annexure I) to run the project on a day to day basis and his / her responsibility is to ensure day to day management and decision making for the project.

The funds will be released based on the Annual Work Plan (attached in Annexure). UNDP will release funds quarterly based on the AWP which will be a part of the approved proposals in the first year. For the second year, CSR will submit a new workplan by the end of the current year and UNDP will release funds based upon the approval of the Project Board. Unspent funds from the approved AWP's will be reviewed in early part of the last quarter of the calendar year and funds reallocated as appropriate.

All rules and regulations as per the Standard Project Cooperation Agreement between UNDP and an NGO (provided in annexure-III) will be followed.

CSR will maintain a separate savings bank account in order to receive and disburse UNDP funds. Separate books of accounts on cash basis of accounting shall also be maintained in order to ensure accurate reporting of expenditures and providing a clear audit trail. Any unspent balances at the end of the project will be returned to UNDP within three month of project closure.



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CSR will request UNDP for release of funds as per the UNDP Financial Report format. The Financial report will contain, in addition to the information on funds required, information on expenditure during the quarter and available balance. UNDP will release funds for the project in advance every three months based on the approved annual work-plan and the financial report for the previous quarter which will contain the request for advance for the next quarter. Interest earned on UNDP funds will not be reported as part of the 'available funds' in the financial report, but will be reported as a footnote in the financial report.

In accordance with UNDP's rules and regulations, approved by the UNDP Executive Board, Implementation Support Services (ISS) will be applied on services provided by UNDP including procurement of goods and services.

### **About the Executing Agency -**

**Centre For Social Research** - The Centre for Social Research is one of the leading Women's Institutions working in the field of social action in India. For more details refer to Annexure IV.

**WomenPowerConnect** - WomenPowerConnect (WPC) is a national level organization of women's groups and individuals working together with the aim of formalizing the process of legislative coordination in order to generate awareness about women's issues and thereby influence legislators and policy makers to create and implement gender friendly policies.

## **6: MONITORING AND EVALUATION**

Project Monitoring and Evaluation (M&E) will be conducted in accordance with established UNDP procedures. Day to day monitoring of implementation progress will be the responsibility of the Project Manager according to the Annual Work Plan and its indicators. The Project Manager will inform UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Annual monitoring will be done by the Project Board. The first such meeting will be held within the first twelve months of the start of full implementation. The following reports will be generated and circulated amongst the members of the Project Board as an indicator of monitoring -

Annual Project Report (APR) - This is a part of the UNDP's Country Office central oversight, monitoring and project management. It is a self assessment report by project management to provide input to the country office reporting process and forms a key input to the Project Board review. The APR is prepared prior to the Project Board review, to reflect progress achieved in meeting the project's Work Plan and assess performance of the project in contributing to intended outcomes.

Quarterly Progress report (QPR) - Short reports outlining main updates in project progress will be provided quarterly by CSR to UNDP.

Project Publications - Project publications will form key method of crystallizing and disseminating the results and achievements of the project. These publications will be in terms of thematic reports of technical nature and CSR will determine if any of the reports merit formal publication in the form of papers and so on.

Final Evaluation - An independent final evaluation will take place three months prior to the terminal Project Board meeting. This will look at impact and sustainability of results, including capacity development and achievement of outcomes for follow up. The Terms of Reference for such an evaluation will be prepared by UNDP.

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**Audit clause** – Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired; and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

The audits will be commissioned by UNDP and undertaken by private audit services. Assessments and audits of non-government implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Together with project issue/ risk logs, the AWP Monitoring Tool (attached separately) should be used for the project review purpose.

### **M & E by Centre for Social Research -**

A participative evaluation methodology shall be used for evaluation on basis of indicators developed and shall focus on learning, success and action. For the participatory evaluation, Centre for Social Research shall hire a third party independent consultant/agency in consultation with UNDP, who will work along with CSR evaluation team. UNDP will also be a part of the monitoring and evaluation exercise.

For the evaluation, stakeholder analysis shall be done. A participant assessment shall be conducted so that the outcomes of the project can be qualitatively and quantitatively evaluated. The evaluation report shall include how and why the outputs and strategies contributed to the achievement of the outcomes. The indicators before and after the interventions shall be closely examined. The methodology shall also include desk research and specific case studies of women in order to investigate the main issues that emerged and the constraints and successes achieved by the project. Documentation review shall enable process evaluation.

## **7: LEGAL CONTEXT<sup>1</sup>**

This project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document attached hereto as Annex IV. (Std. text for Non-SBAA countries).

The following types of revisions may be made to this document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project document have no objections to the proposed changes.

- Revisions in, or addition of, any of the Annexes of the project document (with the exception of a Standard Legal Text for Non-SBAA countries which may not be altered and agreement to which is a pre-condition for UNDP assistance;
- Revisions which do not involve significant changes in the immediate objectives, outputs of activities of the project but are caused by the re-arrangements of inputs already agreed to or by cost increases due to inflation; and
- Mandatory annual revisions, which rephrase the delivery of, agreed project inputs or increased experts or other costs due to inflation.

<sup>1</sup> This is the [List of SBAA and Non-SBAA Countries](#)

## **8: ANNEXES**

### **Annexure I - Terms of Reference for the Project Manager**

#### **Duties and Responsibilities:**

Under the overall supervision and guidance of the National Project Director and/or his/her representative and National Programme Steering Committee [Project Executive Group/ Project Board], and in consultation with Project Assurance Group of UNDP, the incumbent will be responsible for successful management and delivery of programme outputs and achievement of outcomes.

S/he would serve as the Secretariat to the Programme Steering Committee (PSC) and perform the following tasks:

#### **1. Running the project**

- Provide inputs to PSC for the development and approval of the programme strategy for the 'Enhancing the Role of Women in Strengthening Democracy' project.
- Develop annual work plan and action plans consistent with the programme strategy approved by the PSC.
- Provide leadership in results-based management of the Programme ensuring effective and timely implementation of the activities as per the work plan.
- Ensure project management in Atlas including maintenance and updating of risk log [risk identification], issue log [implementation issue], activity status, and lesson learnt log in implementation of the Enhancing the Role of Women in Strengthening Democracy project.
- Establish effective linkages with other ongoing national/state level initiatives.
- Ensure formal partnership arrangements with state nodal agencies and other stakeholders as required through conclusion of MOUs. Also, monitor the results of the partnership and manage course correction as required.
- Participate in the periodic Project Work Plan Review, meetings and discussions related to project implementation, monitoring and follow-up.
- Ensure compliance of rules and procedures of the Government and UNDP in programme implementation.
- Serve as secretariat to the PSC.

#### **2. Monitoring, review and evaluation**

- Develop a project monitoring strategy with clearly defined roles and responsibilities, resources and reporting arrangements to ensure monitoring and reporting at different project levels and convergence of reports from different sources to provide complete information on progress towards outcomes/ outputs.
- Prepare quarterly progress reports and an annual progress report. Also, organize annual project review as required.
- Develop and implement systems for collation/ collection and regular updation of strategic information and information summaries, briefs, fact sheets, achievement reports, as required to assess progress and impact.
- Organize programme evaluation, as directed by PSC in accordance with Government / UNDP rules and regulations.
- Document processes, lesson learnt and results to facilitate demonstrability of results.
- Ensure M & E standards are maintained.



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- Identify and implement ICT based-solutions for programme monitoring.

### 3. Financial Management and audit

- Prepare an annual project budget in line with the approved work plan.
- Ensure timely disbursement of funds to project implementing partners and timely reporting of expenditures from project and consolidated reporting to UNDP.
- Ensure periodic reviews of outstanding funds and utilization pattern.
- Arrange annual audits, as required. Also, ensure follow-up action on audit reports.

### 4. Strategic partnership and knowledge management

- Foster strategic partnerships with counterparts in Government at national and state levels and stakeholders (NGOs, INGOs, academic institutions, national and state level training institutions etc.) at various levels in the field of disaster management.
- Facilitate technical assistance/support for project partners in all relevant areas as appropriate.
- Facilitate knowledge networking in disaster management in the country among all stakeholders.
- Coordinate inputs and submit these to UNDP for reporting to donors on specific requests and to meet other.
- Develop and manage a reporting and exchange of information system as per corporate reporting requirements and the needs of project partners. Particularly, ensure that reporting requirements to donor agencies are fully complied with.
- Develop and implement a suitable mechanism based on electronic medium for such information exchange.
- Prepare and implement a communications plan.

### 5. Personnel

- Oversee the recruitment of programme personnel and consultants (including drafting ToRs and work specifications based on project deliverable descriptions) in line with relevant procedures.
- Supervise and monitor staff performance and prepare performance evaluation reports for project staff and consultants.
- Contribute to capacity building of the field team on different aspects of disaster management.

### 6. Others

- Ensure operational completion of the project with appropriate Project Board and Programme Level reviews and identify follow-on actions and update outcome evaluation plan
- Undertake any other tasks assigned by the National Programme Steering Committee (Project Executive Group/ Project Board), National Project Director of the Project and UNDP as necessary.

## **ANNEXURE II.**

Standard annex to project documents for use in countries, which are not party to the Standard Basic Assistance Agreement (SBAA).

### **Supplemental Provisions to the Project Document: The Legal Context**

#### **General responsibilities of the Government, UNDP and the executing agency**

1. All phase and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP policies and procedures for such projects, and subject to the requirements under UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realisation of its objectives as described in this Project Document.
3. Assistance under this project document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operations Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume the responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for expenditure incurred.

#### **(a) Participation of the Government**

8. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
9. The Co-Operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.
10. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is

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understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

11. Within the given number of man-months of personnel services described in the project document, minor adjustments of individual assignments of project personnel provided by the Government, may be made in consultation with the Executive Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.
12. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.
13. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance and replacement, if necessary, after delivery to the project site.
14. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data, which are considered necessary to the implementation of the project.
15. Patent rights, copyrights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.
16. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.
17. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.
18. Payment of the above mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to the commencement or continuation of project operations.

### **(b) Participation of the UNDP and the executing agency**

19. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.
20. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager<sup>2</sup> who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilisation of all UNDP-financed inputs, including equipment provided to the project.
21. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

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<sup>2</sup> May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate

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22. Fellowships shall be administered in accordance with the fellowship regulations of the Executing Agency.
23. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.
24. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.
25. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.
26. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.
27. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.
28. UNDP may release information relating to any investment oriented project or potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

### (c) **Rights, Facilities, Privileges and Immunities**

29. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations Organisation associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.
30. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.
31. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:
  - (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;
  - (b) Be immune from national service obligations;
  - (c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;
  - (d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project; and
  - (e) Be accord together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.
32. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.



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33. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organisation which may be retained by the Executing Agency and on the personnel of any such firm or organisation, except for nationals of the host country employed locally, in respect of:
- (a) The salaries or wages earned by such personnel in the execution of the project;
  - (b) Any equipment of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;
  - (c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and
  - (d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organisation or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.
34. The Government shall ensure -
- (a) Prompt clearance of experts and other persons performing services in respect of this project; and
  - (b) The prompt release from customs of:
    - (i) Equipment, materials and supplies required in connection with this project; and
    - (ii) Property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.
35. The privileges and immunities referred to in the paragraph above, to which firm or organisation and its personnel may be entitled, may be waived by the Executing agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.
36. The Executing Agency shall provide the Government through the Resident Representative with the list of the personnel to whom the privileges and immunities enumerated above shall apply.
37. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

**(d) Suspension or termination of assistance**

38. (a) The UNDP may by written notice to the Government and to the Executing Agency concerned to suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to integration of the successful completion of the project or the accomplishment of its purpose UNDP may, in the same or subsequent written notice, indicate the under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that is prepared to resume its assistance.
- (a) If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.



## Project document format for projects outside a CPAP

(b) The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.

- Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>3</sup> (where the NGO is designated as the "executing entity") should be attached.

- *In case of government cost-sharing through the project which is not within CPAP, the following clauses should be included:*

1. The schedule of payments and UNDP bank account details.

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [ ] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

<sup>3</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

## Project document format for projects outside a CPAP

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."

**Annexure III**

**STANDARD PROJECT COOPERATION AGREEMENT BETWEEN UNDP  
AND A NON-GOVERNMENTAL ORGANIZATION**

**HOW TO USE THIS AGREEMENT**

- This agreement is used for NGO execution. (It may also be adapted for use when UNDP needs to sign an agreement with institutions with which there is no legal basic agreement, such as inter-governmental organizations.)
- UNDP and the NGO prepare the agreement by filling in the information required in the square brackets.
- The final project document is attached to the agreement as an annex.
- The resident representative signs two copies of the agreement and a representative of the non-governmental organization signs one copy. UNDP keeps one (signed) original of the agreement and the non-governmental organization keeps one signed original; a copy of the agreement is attached to the project document.

**PROJECT COOPERATION AGREEMENT**  
**between**  
**THE UNITED NATIONS DEVELOPMENT PROGRAMME**  
**and**  
**[name of the Non-Governmental Organization]**

Whereas the United Nations Development Programme ("UNDP") and *[name of the non-governmental organization]* ("the NGO") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management; is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

## Project document for projects outside a CPAP

### Article I. Definitions

For the purpose of the present Agreement, the following definitions shall apply:

- (a) "Parties" shall mean the NGO and UNDP;
- (b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;
- (c) "The NGO" shall mean *[name of the NGO]*, a non-governmental organization that was established in and incorporated under the laws of *[place, country, where the NGO is established]*, with the purpose of *[the purpose or mandate of the NGO]*;
- (d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the Project Document (Annex), which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;
- (e) "Project" shall mean the activities as described in the Project Document;
- (f) "Government" shall mean the Government of *[name of programme country, name of concerned national authority]*;
- (g) "UNDP resident representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;
- (h) "Project Director" shall mean the person appointed by the NGO, in consultation with UNDP and with the approval of the Government coordinating authority, who acts as the overall co-ordinator of the Project and assumes the primary responsibility for all aspects of it;
- (i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;
- (j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;
- (k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;
- (l) "*Force majeure*" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;
- (m) "Project Work Plan" shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

### Article II. Objective and Scope of the Present Agreement

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document (Annex of the present Agreement).
2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

## Project document for projects outside a CPAP

### **Article III. Duration of Project Agreement**

1. The term of the present Agreement shall commence on *[date of start of Agreement]* and terminate on *[date of end of Agreement]*. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.
2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

### **Article IV. General Responsibilities of the Parties**

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present Agreement.
2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Director shall be appointed by the NGO, in consultation with UNDP and with the approval of the government coordinating authority.
3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan and Budget of the Project.
4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.
3. The NGO may use the name and emblem of the United Nations or UNDP only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in *[name of country]*.
6. The activities under the present Agreement are in support of the efforts of the Government, and therefore the NGO will communicate with the Government as necessary. The Project Director will be responsible for day-to-day contacts with the relevant national authorities and UNDP on operational matters during the implementation of the Project. The UNDP Resident Representative will act as the principal channel for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.
7. The UNDP Resident Representative will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary.
8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative deems these appropriate or useful.

### **Article V. Personnel Requirements**

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").
2. The NGO personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.



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3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for NGO personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.

4. The NGO shall ensure that its personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all personnel are free from any conflicts of interest relative to the Project Activities.

### **Article VI. Terms and Obligations of Personnel**

The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The personnel shall be under the direct charge of the NGO, which functions under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Government of *[name of programme country]* or other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document "UNDP public information disclosure policy", information that is considered confidential shall not be used without the authorisation of UNDP. In any event, such information shall not be used for individual profit. The Project Director may communicate with the media regarding the methods and scientific procedures used by the NGO; however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

### **Article VII. Supplies, Vehicles and Procurement**

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.

2. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.

3. The NGO will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.

4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.

5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it

## Project document for projects outside a CPAP

will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.

6. UNDP shall make every effort to assist the NGO in clearing all equipment and supplies through customs at places of entry into the country where Project activities are to take place.

7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.

### **Article VIII. Financial and Operational Arrangements**

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of *[total amount of Agreement]*. The first instalment of *[amount of first instalment]* will be advanced to the NGO within *[number of working days]* working days following signature of the present Agreement. The second and subsequent instalments will be advanced to the NGO quarterly, when a financial report and other agreed-upon documentation, as referenced in Article X, below, for the activities completed have been submitted to and accepted by UNDP as showing satisfactory management and use of UNDP resources.

2. The NGO agrees to utilise the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall be authorised to make variations not exceeding 20 per cent on any one line item of the Project Budget provided that the total Budget allocated by UNDP is not exceeded. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations exceeding 20 per cent on any one-line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.

3. The NGO further agrees to return within two weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within two months of the termination of the present Agreement or the completion of the Project.

4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

### **Article IX. Maintenance of Records**

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project/or Termination of the Agreement, the NGO shall maintain the records for a period of at least four years unless otherwise agreed upon between the Parties.

### **Article X. Reporting Requirements**

1. The NGO shall provide UNDP and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.

## Project document for projects outside a CPAP

### 2. Financial reporting will be quarterly:

(a) The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter, in *[the working language of UNDP/programme country as agreed with UNDP]*.

(b) The purpose of the financial report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.

(c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only disbursements made by the NGO and not commitments. However, the NGO shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes.

(d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP;

(e) Any refund received by an NGO from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

### **Article XI. Audit Requirements**

1. The NGO shall submit to the UNDP Resident Representative in *[name of country]* a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

### **Article XII. Responsibility for Claims**

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the management of the present Agreement and the Project.

2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

### **Article XIII. Suspension and Early Termination**

1. The Parties hereto recognise that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.

## Project document for projects outside a CPAP

2. UNDP shall consult with the NGO if any circumstances arise that, in the judgement of UNDP, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the beneficiaries of the Project.
3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorise management of the Project to resume.
4. If the cause of suspension is not rectified or eliminated within 14 days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause:
  - (a) terminate the Project; or
  - (b) terminate the management of the Project by the NGO, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.
5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination if the Project has a duration of up to six months and at least 60 days prior to the effective date of termination if the Project has a duration of six months or more.
4. The NGO may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.
7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within 30 days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.
8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.
9. In the event of transfer of the responsibilities of the NGO for the management of a Project to another institution, the NGO shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

### **Article XIV. Force Majeure**

1. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure*, as defined in Article I, paragraph 1, above, the Party affected by the *force majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIII, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.
2. In the event that the present Agreement is terminated owing to causes constituting *force majeure*, the provisions of Article XIII, paragraphs 8 and 9, above, shall apply.

Project document for projects outside a CPAP

**Article XV. Arbitration**

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

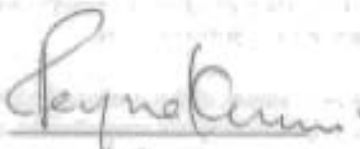
**Article XVI. Privileges and Immunities**

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

**Article XVII. Amendments**

The present Agreement or its Annexes may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the NGO:		For UNDP:	
Signature:	_____	Signature:	_____
Name:	<u>Rajendra Kumar</u>	Name:	_____
Title:	<u>DIRECTOR</u>	Title:	_____
Place:	<u>New Delhi</u>	Place:	_____
Date:	_____	Date:	_____



#### **Annexure IV – Executing and Implementing partners**

##### **Centre for Social Research -**

CSR was founded in 1983 by a group of concerned social scientists dedicated to promote the empowerment of women and deprived castes and groups. CSR aims to empower women and provide them with the resources to be self-reliant individuals. CSR works at the grassroots, regional and international levels to raise women's awareness of their rights, build inroads into decision-making institutions from Panchayats (Indian local government bodies) to Parliament and to eliminate violence against women. CSR has six major areas of focus: research, capacity building, counseling, advocacy, networking and gender sensitization. CSR is lobbying for reservation of seats for women and has founded WomenPowerConnect, Indian Women's lobby. CSR is engaged in advocacy, capacity building of women leaders in India and South Asia. CSR founded South Asia Network for Women in Politics. CSR is partner in Global Campaign-Gender Balance 50:50 administered by WEDO. CSR bagged the UNIFEM Award in 1996. CSR has implemented several United Nations Agencies' projects including:

- Impact of Globalization-WTO on Fisherwomen, UNCTAD'06
- Directory, map on Services for Women Victims of Violence-UNIFEM'04
- Partner with UNIFEM-UNFPA to setup WPC'05
- Rural Livelihood via Biodiversity Conservation-UNDP,'04
- Impact of Globalization-textile, food processing –UNCTAD.

CSR has ECOSOC Status with the United Nations, is a member of CONGO. The Director of CSR, Dr. Ranjana Kumari is the Founder President of WomenPowerConnect-The Indian Women's Lobby. CSR has also been a founder of South Asia Network Against Trafficking (SANAT). CSR is the coordinator of Joint Action Front For Women (JAFW). AT the level of South Asia, CSR was the Secretariat for South Asian Network of Women In Politics (SANWIP) and is a member of Center for Asia Pacific Women in Politics (CAPWIP). CSR is South Asia Coordinator for WEDO's Global 50:50 Campaign for gender balance in politics.

##### **WomenPowerConnect -**

WPC consists of a coalition of approximately 500 women's groups and individuals. WPC works actively with members of Parliament to protect the interests of women in India. WPC endeavours to attain gender equality and work for social, economic and political empowerment of women and the girl child and the under privileged. WPC is committed to the advancement of the principle of equality and is working towards the social, political, and economic empowerment of women in India. WPC holds dialogues with Parliament and the government at the national level and foster dialogue at the state and regional level, to voice the concerns, needs, and interests of women. WPC is provide timely and regular input on policy, legislative matters (including a gender-just budget), and implementation, to promote equality between men and women. The Director of CSR, Dr. Ranjana Kumari is the Founder President of WPC.

**Article XV. Arbitration**

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

**Article XVI. Privileges and Immunities**

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

**Article XVII. Amendments**

The present Agreement or its Annexe may be modified or amended only by written agreement between the Parties.

IN WITNESS WHEREOF, the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the NGO:	<u>Keynote Kumar</u>	For UNDP:	_____
Signature:	<u>Keynote Kumar</u>	Signature:	_____
Name:	<u>Dr. Rajendra Kumar</u>	Name:	_____
Title:	<u>DIRECTOR</u>	Title:	_____
Place:	<u>New Delhi</u>	Place:	_____
Date:	_____	Date:	_____

#### **Annexure IV – Executing and Implementing partners**

##### **Centre for Social Research -**

CSR was founded in 1983 by a group of concerned social scientists dedicated to promote the empowerment of women and deprived castes and groups. CSR aims to empower women and provide them with the resources to be self-reliant individuals. CSR works at the grassroots, regional and international levels to raise women's awareness of their rights, build inroads into decision-making institutions from Panchayats (Indian local government bodies) to Parliament and to eliminate violence against women. CSR has six major areas of focus: research, capacity building, counseling, advocacy, networking and gender sensitization. CSR is lobbying for reservation of seats for women and has founded WomenPowerConnect, Indian Women's lobby. CSR is engaged in advocacy, capacity building of women leaders in India and South Asia. CSR founded South Asia Network for Women in Politics. CSR is partner in Global Campaign-Gender Balance 50:50 administered by WEDO. CSR bagged the UNIFEM Award in 1996. CSR has implemented several United Nations Agencies' projects including:

- Impact of Globalization-WTO on Fisherwomen, UNCTAD'06
- Directory, map on Services for Women Victims of Violence-UNIFEM'04
- Partner with UNIFEM-UNFPA to setup WPC'05
- Rural Livelihood via Biodiversity Conservation-UNDP,'04
- Impact of Globalization-textile, food processing –UNCTAD.

CSR has ECOSOC Status with the United Nations, is a member of CONGO. The Director of CSR, Dr. Ranjana Kumari is the Founder President of WomenPowerConnect-The Indian Women's Lobby. CSR has also been a founder of South Asia Network Against Trafficking (SANAT). CSR is the coordinator of Joint Action Front For Women (JAFW). AT the level of South Asia, CSR was the Secretariat for South Asian Network of Women In Politics (SANWIP) and is a member of Center for Asia Pacific Women in Politics (CAPWIP). CSR is South Asia Coordinator for WEDO's Global 50:50 Campaign for gender balance in politics.

##### **WomenPowerConnect -**

WPC consists of a coalition of approximately 500 women's groups and individuals. WPC works actively with members of Parliament to protect the interests of women in India. WPC endeavours to attain gender equality and work for social, economic and political empowerment of women and the girl child and the under privileged. WPC is committed to the advancement of the principle of equality and is working towards the social, political, and economic empowerment of women in India. WPC holds dialogues with Parliament and the government at the national level and foster dialogue at the state and regional level, to voice the concerns, needs, and interests of women. WPC is provide timely and regular input on policy, legislative matters (including a gender-just budget), and implementation, to promote equality between men and women. The Director of CSR, Dr. Ranjana Kumari is the Founder President of WPC.

## Project document for projects outside a CPAP

### Annexure V –

#### Annual cycle of monitoring –

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change
- A risk log shall be activated in Atlas and quarterly updated by reviewing the external environment that may affect the project implementation.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Communication and Monitoring Plan shall be activated in Atlas and updated to track key management actions/events

END

The first part of the document is a list of projects. Each project is described by a title, a brief description, and a date. The list includes:

- Project 1: [Title], [Description], [Date]
- Project 2: [Title], [Description], [Date]
- Project 3: [Title], [Description], [Date]
- Project 4: [Title], [Description], [Date]
- Project 5: [Title], [Description], [Date]
- Project 6: [Title], [Description], [Date]
- Project 7: [Title], [Description], [Date]
- Project 8: [Title], [Description], [Date]
- Project 9: [Title], [Description], [Date]
- Project 10: [Title], [Description], [Date]

The second part of the document is a detailed description of a project. It starts with a title and a brief overview. The text then describes the project's objectives, the methods used, and the results achieved. It concludes with a summary of the project's impact and a list of references.

The third part of the document is a list of references. Each reference is cited in a standard format, including the author's name, the title of the work, and the publication details. The list includes:

- Reference 1: [Author], [Title], [Journal], [Year]
- Reference 2: [Author], [Title], [Journal], [Year]
- Reference 3: [Author], [Title], [Journal], [Year]
- Reference 4: [Author], [Title], [Journal], [Year]
- Reference 5: [Author], [Title], [Journal], [Year]

The fourth part of the document is a list of acknowledgments. It expresses gratitude to the individuals and organizations that supported the project. The text includes:

- Acknowledgment 1: [Name], [Organization], [Location]
- Acknowledgment 2: [Name], [Organization], [Location]
- Acknowledgment 3: [Name], [Organization], [Location]

The fifth part of the document is a list of appendices. Each appendix is described by a title and a brief description. The list includes:

- Appendix 1: [Title], [Description]
- Appendix 2: [Title], [Description]
- Appendix 3: [Title], [Description]
- Appendix 4: [Title], [Description]
- Appendix 5: [Title], [Description]



**Annexure VI**  
**PROJECT RESULTS AND RESOURCES FRAMEWORK**

<p><b>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:</b> Promotion of gender equality through extensive dialogue, and greater understanding of the role of women's leadership in the change process as well as the factors impacting on the same.</p>			
<p><b>Outcome indicator - :</b> Main findings emerging from the studies integrated at least into one major policy document at the central/state level, and gender concerns mainstreamed across UNDP supported programmes.</p>			
<p><b>Baseline -</b> Critical research gaps in understanding of issues relating to gender concerns, and gender mainstreaming partial in UNDP supported programmes.</p>			
<p><b>Targets -</b></p>			
<p><b>Applicable MYFF Service Line:</b> Gender Mainstreaming 1.6</p>			
<p><b>Partnership Strategy:</b> A partnership between UNDP (executing agency) and CSR (implementing agency). Centre for Social Research will be the main implementing agency for the project and UNDP will extend its support towards successful implementation and will help promote / build other partnerships with agencies which will help in supporting the project.</p>			
<p><b>Project title and ID (ATLAS Award ID):</b> Enhancing The Role of Women in Strengthening Democracy.</p>			
<b>Intended Outputs</b>	<b>Output Targets for (years)</b>	<b>Indicative Activities</b>	<b>Responsible parties</b>
Strengthened capacities of selected women in advocacy, lobbying and campaigning skills	<p><b>Year 1</b> 500 women trained through facilitator led training</p> <p><b>Year 2 -</b> 500 women trained through facilitator led training</p>	<ul style="list-style-type: none"> <li>- Situation analysis and needs assessment study of the selected women</li> <li>- Development of training modules ( both face to face and online)</li> <li>- Training of trainers conducted</li> </ul>	Centre For Social Research (Research Division)
			<b>Cost Inputs (USD)</b> 199,667

<p>Increased lobbying and advocacy efforts for passage of Women Reservation Bill and for affirmative actions by parties to enable more women to reach party positions and given election tickets</p>	<p>100 women through online course</p> <p><b>Year 1</b> Party leadership of national and State parties, women wings, young MPs and MLAs sensitized</p> <p><b>Year 2</b> Media campaign launched</p>	<p>- 30 trainings conducted in four regions for xx days</p> <p>-Sensitization workshops for the target group</p> <p>- Joint advocacy activities with the UN system Parliamentarians forum</p> <p>-Design and launch of the media campaign</p>	<p>Centre For Social Research (Gender Training Institute)</p>	<p>27,500</p>
<p>Network of women leaders of South Asia created</p>	<p><b>Year 1</b> CSR website continuously updated with project related knowledge products</p> <p><b>Year 2</b> South Asia level knowledge sharing workshop organized in collaboration with Solution Exchange (Decentralization and Gender communities)</p>	<p>South Asia level workshop to share learnings and sustain the process.</p>	<p>Centre For Social Research and Women Power Connect</p>	<p>20,000</p>
<p>Project Monitoring and Administration costs</p>	<p><b>Year 1 and 2</b></p>		<p>UNDP and Centre for Social Research</p>	<p>97,408</p>

Annexure VII  
Annual Workplan and Budget Sheet  
UNDP workplan format -YEAR-1

Project ID	Expected Output	Time Frame				Responsibility	Source of Funds	Budget Description	Amount (in \$)
		* Q1	Q2	Q3	Q4				
	1. Situational analysis and need assessment report for 4 regions of state					NGO	10859	71300 CONSULTANT 71600 Travel - 74500 Miscellaneous	14,333 4,444 21,222
	2. Capacity building of the selected 3000 women leaders through facilitator led training and 500 women leaders through online course.					NGO	10859	71300 Consultant - 71600 Travel - 74500 Miscellaneous	16,911 8,333 59,767
	3. Lobbying and advocacy for passage of Women Reservation Bill and for affirmative action by parties to enable more access to main party positions and give election tickets.					NGO	10859	71300 Consultant - 71600 Travel - 74500 Miscellaneous	5,333 - 8,417
	4. Project Coordination, capacity building and monitoring					NGO	10859	71300 Consultant - 71600 Travel - 74500 Miscellaneous	20,000 - 8,000
								UNDP M & E CSR M & E F & A charges	8,204 4,297 2,051
								Total	36,301
								Total - 1st year	187,455

Annexure VII  
Annual Workplan and Budget Sheet

UNDP workplan format - YEAR 2

Project ID	Expected Output	Q5	Q6	Q7	Q8	Responsible Partner	Source of Funds	Budget Description	Amount (in \$)
	1. Capacity building of the national 100 women leaders through facilitator-led training and 100 women leaders through OJive tools					NGO	10869	71300 Consultant - 71600 Travel - 74500 Miscellaneous F & A charges Total	22,356 8,333 43,966 2,051 75,705
	2. Utilizing seed advocacy for passage of Women Reservation Bill and the affirmative action by parties to ensure every women to reach policy positions and governance bodies					NGO	10869	71300 Consultant - 71600 Travel - 74500 Miscellaneous F & A charges Total	5,333 8,417 2,051 15,801
	3. Leveraging International Women's Day for South Asia to create a pan-regional and network of women leaders and strengthening of democracy in South Asia					NGO	10869	71300 Consultant - 71600 Travel - 74500 Miscellaneous F & A charges Total	8,000 12,000 2,051 22,051
	4. Project Coordination, capacity building and monitoring					NGO	10869	71300 Consultant - 71600 Travel - 74500 Miscellaneous UNDP M & E CSR M & E F & A charges Total	20,000 8,000 6,254 4,287 2,051 36,301
								<b>Total - 2nd Year</b>	<b>157,110</b>

Grand Total: 157465 + 157110 = 314575

UNDP M&E charges @ 10% on total budget (exclusive of F&A) = 5% per year

F & A charges @ 8% on total output costs.

(F & A - Facilitation and Administrative charges)

The Annual Work Plan (AWP) Monitoring Tool

Year\_2007-08

CP Component - Promoting gender equality.  
Executing Agency – Centre For Social Research

EXPECTED OUTPUTS AND INDICATORS Including annual targets	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS <i>Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including:</i> <ul style="list-style-type: none"> <li>• <i>Whether risks and assumptions as identified in the CP M&amp;E Framework materialized or whether new risks emerged</i></li> <li>• <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i></li> </ul>
<p><b>OUTPUT 1:</b> Strengthened capacities of selected women in advocacy, lobbying and campaigning skills</p>	<p>1. Situation analysis and needs assessment study of the selected women. 2. Development of training modules (both face to face and online) 3. Training of trainers conducted 4. 30 trainings conducted in four regions.</p>			



<p><b>OUTPUT 2:</b> Increased lobbying and advocacy efforts for passage of Women Reservation Bill and for affirmative actions by parties to enable more women to reach party positions and given election tickets.</p>	<p>Sensitization workshops for the target group. Joint advocacy activities with the UN system Parliamentarians forum. Design and launch of the media campaign</p>				
<p><b>OUTPUT 3:</b> Network of women leaders of South Asia created</p>	<p>South Asia level workshop organised for sharing the findings and sustaining the process.</p>				
<p><b>OUTPUT 4:</b> Mid Term Monitoring and Evaluation</p>	<p>1. Participative monitoring</p>				