



# **Human Rights and Good Governance (HR/GG)**

## **Guidelines for Submission**

**July 2008**

## **Abbreviations and Acronyms**

FAM	Finance and Administration Manager
GIA	Grant Implementation Agreement
HR/GG	Human Rights/Good Governance
HRL	Human Rights Law
IHL	International Humanitarian Law
JFA	Joint Financing Agreement
M&E	Monitoring and Evaluation
NDC	NGO Development Center
NGO	Non-Governmental Organization
oPt	Occupied Palestinian Territories
PA	Palestinian Authority
PMIS	Programme Management Information System
PO	Program Officer
SAR	Summary Appraisal Report
SC	Steering Committee
SDC	The Swiss Development Cooperation
SGF	Small Grant Facility
TAC	Technical Assessment Committee
TOR	Terms of Reference
WBG	West Bank and Gaza

## **I. Introduction**

The NGO Development Center (NDC), known as Markaz Tatweer, is an innovative Palestinian non-profit organization that empowers Palestinian non-governmental organizations (NGOs) to better provide vital services to Palestinians living in the West Bank and Gaza, especially the poor and marginalized. NDC's programs and grants empower Palestinians to help Palestinians by providing NGOs the skills, tools and funds they require to address social needs and promote self-reliance amidst poverty. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices, and promotes sector-wide coordination and sharing of best practice experiences. Conceived in partnership with leading Palestinian NGOs, unions and networks, Markaz Tatweer is committed to the highest standards of professionalism, excellence and transparency in our work.

NDC has been entrusted to establish and manage a Human Rights and Good Governance (HR/GG) secretariat, by a group of donors, namely Switzerland, Sweden, Denmark and the Netherlands. The program aims at supporting the programs of Palestinian and Israeli HR/GG NGOs operating in the oPt. The funding has been available by the donors as a continuation of their support to the sector by harmonizing and channeling financial and technical assistance through the NDC. The overall development objective of the support is to improve HR/GG in the oPt.

As the Secretariat for Human Rights and Good Governance, NDC will have the overall responsibility for planning, administration, financial management, monitoring, reporting, and implementation of the program. The Secretariat has the full decision-making authority for day-to-day operations of the program. In addition to project cycle management, the Secretariat functions as a kind of resource center on monitoring and reporting regarding general developments in the HR/GG sectors. Moreover, the NDC will maintain a smooth liaison, communication and synchronization among the implementing partners.

The HR/GG program has three main components:

1. Grant making to Palestinian and Israeli NGOs promoting HR/GG.
2. HR/GG Sector Development
3. Policy Dialogue

## **II. Definitions and Objectives**

The overall development objective of the support is to improve Human Rights and Good Governance in the oPt by supporting organizations that protect human rights and promote good governance.

The immediate objectives are:

- To channel pooled donor funding to Israeli and Palestinian NGOs that are working to promote and protect HR/GG in oPt in an efficient and effective manner. Funds would be directed to results –oriented organizations, programs and activities with full degree of transparency, accountability and impact. Funds to the eligible organizations will take the form of **Core Funding** and/or **Small Grant Facilities**
- To facilitate and support coordinated initiatives and joint capacity building initiatives by the non-governmental HR/GG sector and/or other stakeholders, including networks and/or coalitions and joint initiatives of HR/GG NGOs in the oPt such as conferences, seminars, visits, courses, campaigns, etc, aiming at advancing methodologies and strategies of partners.
- To facilitate and strengthen the policy dialogue between the HR/GG sector in the oPt and donors/diplomatic missions.

**Core Funding Grants** will support the operational costs of HR/GG NGOs, to help them continue with their services and activities. These grants will support both large cornerstone HR/GG NGOs, as well as small HR/GG NGOs and will help to finance and build the capacities of smaller HR/GG organizations operating in the oPt.

Whereas the purpose of the **Small Grant Facility** is to compliment the main programs of the secretariat, which focuses on core-program funding of active HR/GG NGOs.

This facility is intended to make available small amounts of money (maximum \$50,000) through a flexible process during the year, as an emergency measure, to help respond quickly to well-justified, urgent activities, which if funded, will have quick impact, and which cannot wait for the core-program funding Call for Proposals.

In an effort to enhance the service delivery capacity of the HR/GG NGO sector and of the individual HR/GG NGO, in particular, the applicants will identify areas of self and sectoral improvement in terms of bettering impact.

### **III. Eligibility Criteria**

NGOs will qualify for funding provided that they meet the following general eligibility criteria:

1. Registered Palestinian or Israeli HR /GG NGO or Network.
2. HR organizations must have a specific formal commitment, in their constitutional document, to International Human Rights and International Humanitarian Law, as a basis for their work.
3. HR organizations must target in their program of work the performance of relevant authorities (Israel and the PA), or non-state actors who violate HRL and/or IHL.
4. GG organizations must promote the development of principles of integrity, transparency, responsibility, participation, equity, legality and accountability in governmental institutions.
5. Both HR and GG organizations must promote the observance of the principle of the rule of law and human rights in governmental and non-governmental institutions.

6. HR and GG organizations that monitor, document and report on the behavior of the governmental authorities (Israeli and Palestinian), or non-state actors, to observe these principles in practice.
7. HR organizations that monitor, document and report on violations by the Israeli military occupation of Palestinian human rights, as well as undertake campaigning and advocacy activities to address these violations and raise awareness about them.
8. GG organizations that conduct policy, educational, and advocacy activities that develop preventive strategies to address potential governance problems.
9. HR organizations that conduct policy, educational and advocacy activities to influence Palestinian policies and legislation, and ensure the rule of law in the Palestinian Territories.
10. The activities of HR organizations could include legal representations and litigation related to individual cases of human rights violations. This could include cases brought before Israel and Palestinian courts on relevant human rights issues.
11. Preference is given to NGOs demonstrating the following:
  - Good governance, transparency and democratic principles
  - Clear strategic direction and orientation towards tangible results and impact
  - Strong and clear coordination and cooperation with other NGOs in the sector,
  - Efficiency, cost effectiveness.

**Additional for large NGOs:**

1. Has an overall annual budget that exceeds US \$ 250,000
2. Has a track record of at least five years.
3. Has a strategic plan.
4. Core funding to cover up to 50% of their annual budget not exceeding total unsecured funds.

**Additional for small NGOs:**

1. Has an overall annual budget that exceeds US \$ 100,000.
2. Has a track record of at least two years.
3. Core funding to cover up to 60% of their annual budget not exceeding total unsecured funds.

## **IV. Targeting Strategy**

The Grants' component will target Israeli and Palestinian organizations both small and large that operate at the local/national levels in the West Bank, Gaza and East Jerusalem. In addition, the program aims to reach out to the different geographic areas of the Palestinian Territory including 11 governorates in the West Bank and East Jerusalem and five in Gaza. The HR/GG will finance activities that address issues of human rights in general as well as the human rights of a particular group of people. It will also finance core programs that are directed towards state performance or state obligations under international human rights law (IHL), as well as programs that target the performance of relevant authorities, or non state actors who violate these laws. Finally, the HR/GG will support activities and programs that promote the observance of the principle of the rule of law, good governance and human rights in governmental and non-governmental organizations.

## V. Level of Funding

A number of grants will be awarded to HR/GG NGOs from a program fund of **US\$ 6 million** made available by the donors. The funding will be made available to cover the period from **July 1, 2008** until **December 31, 2009**. Depending on the size of the NGO, the level of funding will be bound by the following:

- **For large NGOs** with an overall annual budget that exceeds US \$ 250,000, NGOs may apply to cover up to **50%** of their annual budget, provided that it does not exceed the amount of unsecured funds.
- **For small NGOs** with an overall annual budget that exceeds US\$ 100,000, NGOs may apply to cover up to **60%** of their annual budget, provided that it does not exceed the amount of unsecured funds.
- The maximum amount that will be available under the **Small Grant Facility** component should not exceed the sum of **US\$ 50,000**.

## VI. Application and Award Process

The application and award process extends over the following stages:

### Announcement

The Secretariat announces a “Call for Proposals” inviting HR/GG NGOs to submit their applications for core funding through the local press and the NDC Website ([www.ndc.ps](http://www.ndc.ps)). The call includes a full proposal package (“Guidelines for Submission” and an “Application for Funding”). The SGF will first be announced after the call for Core Funding as to avoid any confusion which may arise.

### Proposal Submission:

NGOs may submit their proposals for funding within **four weeks** after announcing the call for proposals. Submitted proposals are to define the objective and justification for funding, describe planned interventions, expected outputs and outcomes, and the amounts needed, etc. Proposals are to be submitted by completing in full the “Application for Funding” prepared by NDC with all the required documents to the proper channels as instructed in the following section.

### Appraisal

To expedite the appraisal process, a consolidated appraisal/evaluation form is used which consolidates initial screening, institutional assessment and full appraisal into one process. Appraisal is conducted by Program Officers and/or by external consultants, to assess the relevance, effectiveness, efficiency of the HR/GG NGOs proposed actions, management capacities and procedures of the applicant NGOs, to determine the amount to be awarded, and to verify the details of the proposals. A brief summary appraisal report (SAR) is prepared for each proposal recommended for approval by the Program Officers. The Grants Program Manager oversees the preparation of the complete summary appraisal report (SAR) which

includes the recommendation to be submitted to the Technical Assessment Committee (TAC) at NDC.

#### **Technical Assessment Committee level**

The Technical Assessment Committee (TAC) members review the appraisal reports and either accept or reject the recommendations of the Program Officers. TAC recommendations are then incorporated into the Summary Appraisal Report and forwarded to the Steering Committee. A summary listing of all proposal submissions, including those dropped and recommended is provided to the Steering Committee for its “no objection” decision.

#### **HR/GG Steering Committee Approval**

The steering committee reviews TACs recommendations (which are based on technical considerations and specified criteria) and makes a decision (with approval of the majority of Committee members) on acceptance or rejection of TAC’s recommendations. TAC’s recommendations are circulated to the Steering Committee members to provide their decision and “no objection” within one week.

#### **NDC Board “ratification”.**

The NDC Board is provided with a full copy of the Steering Committees’ file, a copy of the minutes of meeting (if held), and a list of HR/GG NGOs with a brief profile and summary of the Steering Committee approvals and recommendations. The NDC Board issues ratification to funding the NGOs or requests specific clarifications.

## **VII. Notifications and Award of Grants**

All applicants are notified in writing expressing the Steering Committee’ (SC) decision which was ratified by the NDC Board in regards to the rejection or approval of their respective applications, with comments on any conditions or further requirements or an explanation as to why an application has not been approved.

Successful applicants will then enter into negotiations with the NDC to sign a Grant Implementation Agreement (GIA). This is a legally binding contract that obligates the NDC to provide funding to an NGO. Hence, prior to signing the GIA, NGOs will be requested to open a separate bank account and prepare a more detailed Implementation Plan. NDC Director signs the GIAs on behalf of the NDC while the NGOs will nominate three officials to sign on their behalf. GIAs become effective upon signature by both parties. All payments to NGOs will be effected in line with the schedule of payments detailed in the GIA.

## **VIII. Operational Program Requirements**

#### **Financial Management & Disbursement Arrangements**

An agreement between the Donors and the NGO Development Center (NDC) has been signed, assigning the responsibility to NDC for overseeing the implementation and management of the Secretariat and carrying out all its related financial transactions. NDC will

be responsible for maintenance of accounting systems and procedures, flow-of-funds mechanism facilitating timely disbursement of funds and timely payments, regular reporting on the use of funds, and appropriate arrangements for regular financial audits.

**a. Disbursement Arrangements to NGOs**

Disbursements will be in accordance with the GIA signed between NDC and NGOs.

Generally, disbursements will be effected by NDC within 30 days of receipt of an original, complete request. The request should include, but not limited to, the following:

- Statement of revenues and expenditures – Current and Cumulative.
- Budget vs. Actual-Current and Cumulative
- Revenues for the reporting period-Current and Cumulative
- Forecast for next six months
- Bank reconciliation and bank statement for the separate bank account.
- Explanation of all variances between budget and actual.

**- Procedures for HR/GG NGOs**

HR/GG NGOs will be expected to follow the NDC’s conditions for disbursing funds. If changes need to be made to these conditions as to take into account the special circumstances of small NGOs, the proposed changes will require the approval of the NDC.

**- Special Bank Accounts**

NGOs will be required to open a special account. Each NGO recipient will have their own separate bank account and there will be two signatories to each account. The signatories should be legally liable and formally part of /and authorized by the NGO or service provider. The bank account details will also be identified in the text of the GIA.

**b. Handling of Payment Requests**

NDC will receive from NGOs’ requests for disbursement of funds, verify that the conditions for disbursement have been fulfilled, disburse funds, and maintain disbursement accounts and cash-flow projections. The requests for disbursement will be stamped with the date of receipt and logged with both the project information system and the Finance and Administration Department. The Finance and Administration Manager will review payment requests and must be satisfied that appropriate internal administrative and accounting procedures were followed. These include assurance of the following:

- Requests are signed by authorized persons
- Expenditures are eligible and properly documented
- The request is in conformity with the information supplied by the bank statement;
- Payments are to be made in accordance with the implementing NGOs bank account details as identified in the Grant Agreement
- Original request is held on the accounts file
- A copy of the notification letter agreeing payment and signed by the Director or his designee is held on the accounts file;
- The date of issue bank transfer and amount was logged in the information system.

No payment will be made without approval and signature of the NDC Director or his designee ascertaining that (a) any justified request and report of expenditure under a previous payment is true and accurate; (b) payments correspond with the provisions of the Grant Implementation Agreement (GIA), and (c) that financial monthly checks on the Implementing NGO have met NDC standards, as well as those of the Steering Committee.. Payments will be reviewed by the Grants Officer and the Finance and Administration Manager in line with Management Audit recommendations.

#### - **Scrutiny of the Disbursement Process**

Prior to any payment being made, the NDC Administration and Finance Department will ensure;

- That adequate justifications have been provided for any variance that affects the payment schedule;
- That payments were made according to the budget line – the eligible expenditures and categories as indicated in the agreement;
- That the HR/GG NGOs’ monthly checks of the expense sheets include a review of invoices and receipts of expenditure from the previous instalment

Where any problems or irregularities occur, the NDC Finance Department will issue a ‘Rejection of Payment’ to the Grants Department stating the reasons for rejection for follow-up and subsequent release of payment. The HR/GG NGOS will be required by the terms of the GIA to inform the NDC immediately and provide reports as appropriate.

## **X. How to Apply, By When and Where**

The NGO Development Center (NDC) has prepared a **proposal pack** to assist you in completing your proposal including the following:

- These Guidelines
- A Grant Application Form

The application form consists of three parts; Part A: Institutional Profile, Part B: Program Profile; and Part C: Applicant Sector Needs.

All sections of the application form should be filled out completely to allow NDC to fully appraise your proposal. If you feel that important information regarding your application needs to be added, please do so. Whenever needed, add extra sheets to the different sections of the proposal. Any missing information or sections will disqualify your proposal.

NGOs that meet the above mentioned criteria, and who wish to apply for a grant, may pick up the “Application for Funding” and the “Guidelines for Submission” from the NDC offices listed below starting **Saturday, 26 July 2008**. The “Application for Funding” and the “Guidelines for Submission” may also be downloaded from our website at [www.ndc.ps](http://www.ndc.ps).

### **Submission Dates**

The proposals should be submitted during office working hours of the NGO Development Center (NDC), which are: **8:00a.m. To 4:00 p.m.**

The deadline for submission is on Thursday, August 28, 2008.

Offices are closed on Fridays and Sundays

***“Applications for Funding” should also be submitted electronically at the following email address: [HRGG@ndc.ps](mailto:HRGG@ndc.ps)***

**NDC offices are located at the following addresses:**

**NDC Central Office- Al  
Ram** Mujahid Building, Al  
Ram P O Box 2173,  
Ramallah, Palestine

**NDC Gaza Office**  
Al Haitham Building, 3  
Rashid Street, Al Rimal,  
Gaza

It is the responsibility of the NGO seeking funding to deliver its proposal to the designated office of the NDC, or ensure that the proposals are sent by mail to the addresses above. Please make sure that you have clearly labeled and sealed your envelope.

All applications delivered personally to the NDC offices should be submitted in sealed and labeled envelopes. Proposals could also be sent by mail provided that they reach the NDC office prior to the time and date of closure specified above. **Proposals cannot be sent by fax.**

Upon receipt of the proposals, the NDC will issue “Notification of Receipt” to all NGOs that submitted applications.

***If deadlines are missed, your application will not be considered.***

#### **Information Sessions:**

NDC will conduct different information sessions in the various governorates during the period between 7-11 August 2008. Locations and schedules will be announced on the NDC website. NGOs interested in attending the information sessions should complete the following form indicating the most convenient location for your organization to attend this session.

**Attendance Registration Form:  
Information Session on Human Rights/Good Governance Program (HR/GG)**

Name of Organization:	_____
Address:	_____
Telephone No.:	_____
Fax No.:	_____
Number of Participant(s):	(Maximum 2) .....

**First Participant:**

Name of participant:	.....
His/her position at the Organization:	.....
His/her relation to the <u>preparation</u> of the proposed proposal:	.....
His/her relation to the proposed project <u>implementation</u> :	.....

**Second Participant *if any*:**

Name of participant:	.....
His/her position at the Organization:	.....
His/her relation to the <u>preparation</u> of the proposed proposal:	.....
His/her relation to the proposed project <u>implementation</u> :	.....

Please choose  the location where you will attend the information session:

District	Location	Date	Time
<input type="checkbox"/> Jerusalem	East Jerusalem YMCA	August 7, 2008	1:00 – 3:00 pm
<input type="checkbox"/> Ramallah	Sharek Youth Forum	August 7, 2008	9:00 – 11:00 am
<input type="checkbox"/> Bethlehem	Bethlehem Hotel	August 11, 2008	10:00 am – 12:00
<input type="checkbox"/> Gaza	Atfaluna Society for Deaf children	August 13, 2008	10:00 am – 12:00

Registration Forms should be filled out and sent no later than **Thursday, July 31, 2008** to [hrgg@ndc.ps](mailto:hrgg@ndc.ps) or by fax to 02 234 7776.