

ADB RETA 6445: Strengthening Citizens Involvement in Mitigating Governance Risks in Local Government Units in the Philippines

Operating Guidelines



**PARTNERSHIP FOR
TRANSPARENCY FUND**



Asian Development Bank

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List of Acronyms and Definitions

Acronyms

ADB	Asian Development Bank
CEO/COO	Chief Executive Officer/Chief Operating Officer
CSO	Civil Society Organization
CV	Curriculum Vitae
DBM	Department of Budget and Management
DILG	Department of Interior and Local Government
DSWD	Department of Social Welfare and Development
EOI	Expression of Interest
LGU	Local Government Unit
NGO	Non-Government Organization
OSFMD	Operations Services and Financial Management Department
PTF	Partnership for Transparency Fund
RETA	Regional Technical Assistance
RFP	Request for Proposals
SA	Social Accountability
TA	Technical Assistance
ToR	Terms of Reference
US\$/USD	United States Dollar

Definitions

“The Project” refers to the project “Strengthening Citizen Involvement in Mitigating Governance Risks in Local Government Units in the Philippines”

“Grant Agreement” refers to the agreement between the Asian Development Bank and the Partnership for Transparency Fund (PTF) for the Project, dated 3 May 2013

“Small Grant Facility” refers to the Lump Sum of US\$100,000 provided in the Project for financing eligible subprojects of CSOs up to the maximum of US\$40,000

“Project Sub-Grant” means a grant sourced from the Small Grant Facility made by the PTF to a CSO to fund approved sub-project

“Subproject” means a set of activities to carry out an eligible project by a CSO and whose funding is covered by a project sub-grant between the PTF and the CSO

Purpose

1. The purpose of the operating guidelines is to establish the terms and conditions on which the Project “Strengthening Citizen Involvement in Mitigating Governance Risks in Local Government Units in the Philippines” (the Project) shall be implemented by the Partnership for Transparency Fund (PTF). PTF is a private volunteer nonprofit organization based in Washington DC that has been funding governance and anti-corruption projects in the Philippines since 2003. In particular, the operating guidelines will define the general background, basic definitions, the objectives of the services and outline Terms of Reference (ToR), eligibility requirements and enhanced Expression of Interest (EOI) template, restrictions and selection criteria for civil society organization (CSO) proposals (including eligibility criteria for participating Local Government Units (LGUs)), contractual and disbursement arrangements, the composition of the CSO selection committee, and the Asian Development Bank’s (ADB) prior approval requirements (Technical Assistance Report, para 8{i}).

Background

2. The project aims at expanded delivery of social services and infrastructure in participating LGUs. The project will support citizens to engage more effectively with government agencies in governance risk mitigation related to the formulation and execution of budgets and/or public procurement decisions in selected LGUs.

3. The four main outputs of the project comprise: (i) detailed operating guidelines are developed; (ii) participating CSOs, private sector organizations, LGUs, and partner agencies have increased awareness of their roles and opportunities in contributing to risk mitigation in budget and/or procurement processes; (iii) citizen engagement processes are developed and pilot-tested in selected LGUs; and (iv) experiences with constructive citizen engagement are disseminated to relevant stakeholders.

4. The project will cover six main activities:

- (i) Operating guidelines prepared. The operating guidelines will define the general background, basic definitions, the objectives of the services and outline ToR, eligibility requirements and enhanced EOI template, restrictions and selection criteria for CSO proposals (including eligibility criteria for participating LGUs), contractual and disbursement arrangements, the composition of the CSO selection committee, and ADB's prior approval requirements.
- (ii) Studies and workshops to analyze and assess opportunities for citizen engagement and the extent to which they have been effectively and efficiently used in the past. This will result in a better understanding of CSOs, private sector organizations, and CSO desks of existing opportunities and, where necessary, recommendations for improved processes.
- (iii) Solicitation and selection of proposals from CSOs and/or non-government organizations (NGOs). CSOs and/or NGOs, which have a good track record in

similar initiatives, demonstrate innovative ideas, and have the capacity to implement the proposed initiative, will be invited to submit proposals for funding. Proposals must relate to addressing governance risks in the areas of budget formulation, budget execution or public procurement and must involve implementation at LGU level. Project activities should also have the potential to be replicated in other LGUs.

- (iv) Financing for selected CSO and/or NGO initiatives. Individual contracts will typically be \$20,000 to \$40,000. Funds will be allocated under a Provisional Sum under the main consulting firm's contract.
- (v) Technical advice in the design and implementation of CSO and/or NGO initiatives. Expert advice to strengthen the design and implementation effectiveness of CSO/NGO activities, including field visits to LGUs where citizen initiatives will be implemented, will be provided.
- (vi) Dissemination activities including a publication and a workshop involving citizen initiatives supported under the TA, as well as relevant government agencies to facilitate replication.

Implementation Arrangements

Organizational Responsibilities

5. **ADB.** The project will be administered by the Philippines Country Office of ADB. Staff from the Philippines Country Office will conduct at least 3 supervision missions in liaison with PTF and will support the ADB publication.

6. **PTF.** The ADB has contracted PTF to implement the project. PTF services commenced on 15 June 2013. Within the PTF contract, there is a provisional sum of \$150,000 that will be used to engage CSOs to provide services such as studies, research, training or undertaking specific activities supporting the objectives of the TA (small grant facility). Of the \$150,000 \$100,000 have been earmarked for CSO engagement based on proposal submission for each CSO engagement. Each CSO engagement should not exceed \$40,000 and will require a PTF contract variation upon approval by ADB's Operations Services and Financial Management Department. In addition to the \$100,000, funds have been earmarked for national air travel (\$15,000), communications, printing and reports (\$5,000), seminars, workshops, training (\$20,000) and studies, surveys and reports (\$10,000). Those funds are part of the small grant facility, but will be allocated directly by PTF to CSOs and refunded by ADB to PTF following ADB's disbursement procedures for such items.

7. The ToRs of PTF Project Director and Grant Manager ('the consultants') are attached (Annex 1). PTF advisers will assist the Project Director and PTF Grant Manager at all stages of the project implementation. For each sub-grant the Grant Manager, in consultation with the Project Director, will designate a PTF adviser, who will review and provide input on the concept proposal evaluation. The PTF advisers will also work closely and in coordination with the Grant Manager in monitoring the progress of subprojects, including organizing field visits, budget management and providing technical assistance (training, advice, site visits, etc.) to CSOs.

However, the ultimate responsibility for the project delivery remains with the consultants recruited by ADB.

8. **Steering Committee.** A steering committee was formed in July 2013 and consists of the following members.

Member	Designation and Office	Contact information
Mario L. Relampagos	Undersecretary, Department of Budget and Management	mlr@dbm.gov.ph paule_lalaine@yahoo.com.ph Assistant: Lalaine
Alternate: Julian Pacificador	Director, Department of Budget and Management Region IV-A	Tel: 735-4872 Fax: 735-4875
Austere A. Panadero	Undersecretary, Department of Interior and Local Government	aapanadero@dilg.gov.ph jnt_florendo@yahoo.com Assistant: Cheryl Tel/Fax: 925-0347
David L. Balangue	Chair, Coalition Against Corruption, Makati Business Club	davidlbalangue@yahoo.com.ph
Claudia Buentjen	Principal Country Specialist, ADB	cbuentjen@adb.org Tel: 683-1009 Fax: 683-1030
Geert Van Der Linden	Country Director, Partnership for Transparency Fund, Project Director, ADB RETA 6445	gvanderlinden@ptfund.org Tel: 09178929392

ADB = Asian Development Bank, RETA = regional technical assistance.

The Steering Committee shall have the following roles and responsibilities:

- Provide policy and program directions to the Project
- Review and approve the selection of Project Region and LGUs
- Oversee and monitor Project implementation
- Coordinate implementation across stakeholder agencies

9. The Steering Committee will be chaired by the CSO representative. The Committee will meet at least once a quarter or as needed. The secretariat of the steering committee will be managed by Dante de los Angeles of PTF with support from ADB (Ireen Baylon), where needed.

10. A Matrix of Responsibilities for ADB and PTF, including the Steering Committee, is shown below:

Program Cycle	ADB	Steering Committee	PTF	CSO
Preparing Project Operational Guidelines	A/C	I	E	
Selection of Pilot Regions/LGUs and CSOs	A/C	C	E	
Conduct Workshop to Introduce Sub-Grant Facility	P	I	E	P
Undertake Studies	A	P	E	
Preparing and issuing of Request for Concept Proposals	A	C	E	
Submit Concept Proposal				E
Review of Concept Proposals	A	I/P	E	
Launch Workshop	P		E	P
Submission of Full-blown Proposals	I		C	E
Signing of Sub-Grant Agreement	I		E	E
Recruitment of selected CSOs through contract variation of PTF contract	E		C	
Implementation	I		C	E
Conduct Peer Learning Workshop	P		E	P
Quarterly Progress Reports	A	I	E	E
Publication and Dissemination/Final Workshop	A/P		E	P
Sub-Project Completion Report	A		E	E
Project Completion Report	A	C	E	

A= Approve, C= Consult, E= Execute, I= Information, P= Participate.

Provisions for Implementing the Small Grant Facility

11. **Objective of the grants.** The small grant facility will support CSOs in designing and implementing social accountability projects that focus on mitigating governance risks in LGUs through constructive engagement between CSOs and LGUs in the field of budget planning and execution and public procurement. The overall goal of each supported project will be expanded delivery of social services and infrastructure in participating LGUs.

12. **Timeline for the Small Grant Facility.** The implementation of the Small Grant Facility is expected to start in September 2013. The subproject work plan attached to the sub-grant agreement will provide a detailed timeline for the selected grantees. Below are major activities and responsible parties:

Action	Responsible Party
Selection of Region	Steering Committee
Selection of LGUs within the selected Region	Steering Committee
Submission of initial Expression of Interest	CSOs
Identification of qualified CSOs	PTF
Workshop with potential LGUs and shortlisted CSOs to introduce the Project and Small Grant Facility;	PTF
Request for Proposals	
Submit proposals	CSOs
Evaluation and selection of subprojects	PTF
Submit revised proposals (if revision is required)	CSOs
Approval of revised proposals	ADB Project Officer with Steering Committee
ADB initiates contract variation of PTF contract and finalizes single source selection of CSOs	ADB Project Officer and Operations Services and Financial Management Department
Subproject grant agreements negotiated and signed	CSOs and PTF
Launch workshop	PTF
Implementation of subprojects	CSOs
Peer learning workshop	PTF and CSOs
Quarterly progress reporting	PTF and CSOs
Final workshop	PTF
Project and subproject completion reports	CSOs and PTF

ADB = Asian Development Bank, CSO = civil society organization, LGU = local government unit, PTF = Partnership for Transparency Fund.

13. **Selection of region(s).** The small grants facility is open to registered CSOs operating in the region(s) selected as geographic focus of the project. The following factors will be used in selecting the focus regions:

- The presence of significant civil society activities in the region(s);
- The existence of a network amongst the local CSOs and the presence of an ‘umbrella CSO’ that is the core of such a regional network of civil society organizations;
- The extent of external support going to the region; i.e. regions that are not already covered by many other development agencies

14. **Selection of LGUs.** Within the focus region(s) a number of LGUs will be selected where the subprojects would be implemented. The following criteria will be used in the selection of LGUs:

- Established track record of constructively engaging civil society;
- Supportive political economy environment;
- Satisfactory peace and order situation;

- A Seal of Good Housekeeping from the Department of Interior and Local Government

15. In the selected region there are likely to be a number of candidate LGUs that can be supported under the Project. The above criteria will be used to select and rank the LGUs.

16. **Identification of qualified CSOs.** CSOs from selected LGUs will be invited to submit an initial EOI. The initial EOI will include information on the CSO's experience and competence relevant to the Project. The following are the eligibility criteria for CSOs applying for a sub-grant: (i) legally constituted; (ii) legally authorized to receive grants from external donors; (iii) with demonstrated records of working successfully with LGUs or government agency; (iv) having adequate capacity and experience to carry out social accountability subprojects; (v) being demonstrably independent of political influence (government or otherwise); (vi) ability to contribute at least ten percent of the subproject cost, in cash or kind; and (vii) with good financial records. Based on the initial EOIs submitted by CSOs, PTF will establish a shortlist of qualified CSOs per LGU which shall be invited to a workshop to introduce the project and the Small Grant Facility.

17. **Publicizing the Small Grant Facility.** A workshop with selected LGUs and shortlisted CSOs will be conducted to publicize the Project and Small Grant Facility. It will be conducted in a location that is nearest to the majority of the targeted participants. In addition PTF will undertake other outreach activities through its website, which will provide information on the Small Grant Facility, resource material on social accountability approaches and on sub-grant recipient projects. These efforts will complement existing channels that raise awareness of constructive engagement principles and build the confidence of LGUs and CSOs in social accountability approaches. The following shall be presented during the workshop: (i) the objectives and overview of the Project; (ii) the eligibility criteria for subprojects; (iii) the proposal templates (technical and budget) and procedure for the selection of subprojects; and (iv) CSO implementation arrangements and deliverables.

18. **Eligible subprojects.** Only the following subprojects are eligible under this facility: (i) focusing on mitigating governance risks in LGUs through constructive engagement between CSOs and LGUs in the field of budget planning and execution and public procurement; (ii) employing social accountability approaches and tools; and (iii) potential to be replicated in other LGUs. Maximum implementation period of subproject should not exceed 8 months.

19. **Request for Proposals.** CSO with the most appropriate qualifications and relevant experiences based on the validated EOIs shall be asked to submit a combined technical and financial proposal. The PTF through the Project Director will prepare the Request for Proposals (RFP) which will include the ToR and proposal instructions and templates for use by the CSOs. The technical proposal should provide clear approach and methodology on how to implement the subproject, a work plan and milestones, and an advocacy and monitoring plan. The financial proposal shall contain estimates of all costs with adequate explanations and justifications and a financing plan. Where additional personnel and/or consultants are to be hired, ToRs must be prepared and the process of selection specified. The CSO's own contribution to the subproject cost may be in cash or kind (e.g. the time of volunteers or a share of the overhead cost of the

subproject). Draft proposal (or enhanced expression of interest) templates are provided in Annex 2. All proposal templates/forms will be attached to the RFP.

20. **Selection of subprojects.** PTF Team, with assistance from PTF Advisers based in Washington DC, will evaluate the proposals from the CSOs to determine whether they meet the subproject eligibility criteria, responsiveness to the RFP, and the quality of the proposal’s social accountability processes.

21. Where necessary, the CSOs will be asked to submit revised proposal that will incorporate revisions arising from comments and recommendations by PTF Advisers during evaluation of proposals. PTF expects the selected CSOs to initiate immediate discussion with the target partner LGU regarding the project. The revised proposal should therefore reflect *real* field conditions in their revised methodology, activities and milestones, and budget. The PTF Grant Manager will prepare a report and recommend the selection of subprojects and CSOs and explain the rationale for the recommendation. The assessment report will be submitted to the ADB Project Officer and the selection committee for comments and/or final approval.

22. **Launch workshop.** The selected CSOs must attend a launch workshop before they start implementing their approved subproject. The launch workshop will hold discussion on (i) result of the studies to be conducted in this project; (ii) strengthening common weaknesses in the design and implementation methods of social accountability processes noted during evaluation of subproject proposals; and (iii) PTF template for subproject results and monitoring framework to ensure evidence-based project performance and recommendations to authorities. The workshop will assist selected CSOs to strengthen subprojects implementation and develop further networking among like-minded CSOs.

23. The approach presented in the table below has worked well in other PTF CSO projects, but it is up to the Project Officer and OSFMD to decide whether the same approach will be followed when defining the payment milestones for the sub-grants.

Tranche Releases	Percent of Grant	Documents To Be Submitted
First Tranche	40%	To be released upon signature of the subproject grant agreement. Under exceptional circumstances, first tranche release could be subject, in addition to the signing of the Subproject Grant Agreement, to the fulfillment of certain conditions.
Second Tranche	50%	Release follows certified utilization of the first tranche and should be triggered by achievement of pre-identified benchmarks based on 80% utilization of 1 st tranche. The deliverable(s) would be agreed and specified in the subproject grant agreement.
Third Tranche	10%	To be released after the subproject has been completed and PTF and ADB have received a satisfactory subproject completion report and statement of expenditures certified by the CSO’s finance officer (Finance Director, Manager or Accountant).

ADB = Asian Development Bank, CSO = civil society organization, PTF = Partnership for Transparency Fund.

24. **CSO recruitment.** ADB will initiate contract variation of PTF's contract to engage CSOs as subcontractors of PTF. Recruitment of all CSOs will be done in two stages (once the first two CSOs have been identified, and once the remaining CSOs have been identified) using single source selection by ADB in accordance with ADB Guidelines on the Use of Consultants (2013, as amended from time to time). CSOs to be engaged will be those identified by PTF and approved by Steering Committee based on criteria identified in para 17. PTF will provide information on CSOs experience and competence relevant to the assignment and a technical and financial proposal. CSOs may need to submit additional documents (in addition to their proposals that are submitted to PTF) on request of ADB. Should insufficient adequate proposals be received or should CSOs fail to meet the minimum score in ADB's standard evaluation sheet, a further round of invitations might be necessary. CSOs can only apply for one subproject. When endorsing the requested contract variations, payment milestone for each CSO will be agreed between ADB and PTF and reflected in the revised contract accordingly.

25. **Subproject grant agreement with CSO.** Upon final approval of the subproject by ADB, PTF will initiate the preparation and signing of the subproject grant agreement with the selected CSO. The subproject grant agreement (or sub-grant) will be signed by the PTF President (or his authorized representative) and the authorized signatory of the CSO selected by ADB in accordance with ADB's Guidelines on the Use of Consultants (2013 as amended from time to time). The signed document will reflect the payment milestones for each CSO agreed between ADB and PTF and shall be returned electronically within three working days to PTF. The Project Director will email a copy for information to the ADB Project Officer. The sub-grant will become effective on the signing of the subproject grant agreement. To be attached to the sub-grant agreement are (i) copy of the approved subproject; (ii) the work plan; (iii) the project design and monitoring framework; and (iv) the approved project budget. The template for the Subproject Grant Agreement will be provided by PTF.

26. **Release of grant to PTF and sub-grants to selected CSOs.** Once the first 2 subproject grant agreements for CSOs selected in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time) have been signed, the ADB will release \$50,000 of the advance of \$100,000 to PTF. The second tranche of \$50,000 will be released once the remaining subproject grant agreements have been signed. PTF will be required to submit supporting documents including the approved subprojects and subproject grant agreements. CSOs selected to receive small grants will receive financial and technical support, including technical resources, training, and peer learning opportunities. Grantees will receive a maximum of \$40,000 for their project. This amount will include funding for grantees to participate in workshops and peer learning activities with other grantees during the course of the work. PTF advisers will provide advice on methodological issues and other short-term support, as requested, to help each CSO achieve its subproject goals. Payment will be made in accordance with the payment milestone to be established for each CSO (based on a subproject grant agreement to be made between PTF and a CSO). Each payment to be made by PTF to the CSO also needs to link to the payment milestone (i.e., delivery of report and/or measurable outputs satisfactory to ADB).

27. PTF will make disbursements of sub-grant to CSO directly to the designated separate bank account that the CSO should open for the subproject. There should be no co-mingling of

project accounts. Disbursements will be contingent on the CSO's compliance with provisions of the subproject grant agreement, adequate and timely submission of the required progress reports, and a written request from the CSO. All disbursements of sub-grants will be made by the PTF at the request of the CSO and in line with the provisions and conditions specified in the sub grant agreement. PTF reserves the right to make adjustments to the requested amounts taking into account actual disbursements in previous quarters and actual progress on sub grant implementation. The PTF Project Director will arrange for the remittance of the money via wire transfer to the designated bank account of the selected CSO.

28. The sub-grant releases to CSOs shall be supported by documents. Original receipts and other evidence of subproject expenditures shall be filed in accordance with standard accounting practices and kept with the CSOs for examination by PTF and/or ADB at any time during the course of the project and within 5 years after project completion. The CSOs are required to submit the receipts through PTF to ADB, but PTF is not required to keep the receipts on file.

29. CSOs are required to refund any remaining unused sub-grant amounts to PTF upon completion of subprojects.

Procedures for Refund from PTF to ADB

30. **Misuse of Funds.** It is important that PTF sub-grant funds are used for purposes described in the CSO's proposal, on the basis of which the sub-grant was approved. If it is found that the sub-grant is not being used as intended and appropriate remedial steps are not being taken by the CSO, PTF would cancel the remaining tranches of the sub-grant. The same would apply to a situation in which PTF believe that conditions have changed such that the sub-project is unlikely to achieve its original objectives. Moreover, if PTF find that sub-grant funds have been willfully misused by the CSO, they can seek full refund of the sub-grant.

31. The PTF sub-grant will be in US\$, based on the subproject budget. To take account of exchange rate fluctuations, the exchange rate during the past 30 days prior to full proposal submission that will give a larger amount of US dollars should be used in the subproject budget. For example, if the current rate is \$1:50 and in the past 30 days the most favorable rate was \$1:45, the latter rate would be used. Refunds, if any, will be in the original currency of payment i.e., US\$.

Subproject Implementation and Monitoring

32. **Subproject Progress and Financial Reporting.** The subproject grant agreements will require CSOs to submit quarterly progress and financial reports on specified dates. The reports will be addressed to PTF. Reporting templates are in Annexes 3 and 4.

33. If a CSO's Progress or Financial Report identifies significant deficiencies in project implementation, such as the absence of adequate documentation of the use of funds or possible misuse of other resources, PTF should first confirm the validity of the evidence presented and, if warranted, share findings with the Project Director and Grant Manager, and with ADB Project

Officer and the Project Steering Committee to formulate constructive strategies to respond. Whenever possible, existing grievance mechanisms and mediation strategies should be applied. If the responses by the CSOs are deemed insufficient by PTF, ADB Project Officer and the Steering Committee, they may request that evidence be submitted to the ADB's internal investigation unit for further action on a case by case basis.

34. **Subproject Completion Reports.** The subproject grant agreements will require CSOs to prepare a subproject completion report within 45 calendar days of the completion of the subproject or by a date specified in the subproject grant agreement, whichever is earlier. The subproject completion reports will provide information, supported by relevant analysis, on the extent to which the subproject succeeded or failed to achieve its original objectives and identify any lessons learned for future guidance. Normally, subproject completion reports will be prepared by CSOs, but CSOs may engage independent consultants for this task, provided the CSOs take full ownership of this completion report. The subproject completion reports are not final until PTF and ADB accept them.

35. As far as possible, the subproject completion report should assess the following:

- a. ***The realism of the subproject's original objectives and design.*** Were the objectives appropriate to the problems being addressed? Were they within the CSO's capacity to implement? Were the components realistic and consistent with the objectives? Did the CSO follow the advice provided by PTF? Was the advice appropriate and useful?
- b. ***The implementation experience.*** Was the subproject carried out as planned? Were there significant changes? Did they affect the outcome?
- c. ***Account of the activities and outputs.*** Where appropriate, this section should explain the recommendations developed to make systemic changes to enhance good governance addressed by the subproject, summarize discussions held with relevant public officials and describe follow-up actions;
- d. ***Financial Management.*** The subproject completion report's financial section should show how the CSO spent the sub-grant, compared to the agreed budget, and certified as correct and accurate by the CSO's Finance Officer. Were proper financial records maintained? Were the funds spent for the purposes intended? Were the CSO's accounts subject to a proper audit?
- e. ***Program impact.*** What did the subproject accomplish? Did it have any measurable impact? Is this impact likely to be sustainable? Was any measurement of the impact undertaken? Has there been any follow-up, or is any follow up planned? Was there real value added?
- f. ***Institutional development.*** Did the subproject help the CSO to enhance its capacity to carry out good governance activities or enable it to strengthen the capacities of communities to carry out good governance activities? Did the sub-grant enable the organization to do things that would otherwise not have been possible?
- g. ***Lessons learned.*** What did the CSO feel were the principal lessons of experience gained?

- h. **Dissemination.** Describe the steps taken by the CSO to disseminate the results of the subproject and the key documents posted on its website, if available.
- i. **Links to other CSOs.** Describe links to other CSOs' good governance activities, if any.

36. CSOs should submit the subproject completion report to PTF which would ensure its completeness and accuracy and suggest revisions where necessary. Since the subproject completion report would need the PTF's approval, it would be advisable for CSOs to share the draft subproject completion report and consult with the PTF Project Director and PTF Grant Manager while in the process of preparing the report. When an acceptable subproject completion report is received, the Project Director will endorse said report to PTF with a recommendation to accept and release the final tranche of the sub-grant. PTF, after internal review, will accept the subproject completion report and release the final tranche. The PTF will post the subproject completion report on its website.

37. **PTF Technical Assistance and Project Monitoring.** The Grant Manager will play a central, critical role in overseeing and monitoring the implementation of sub-grants. The Grant Manager will keep track of the CSOs' progress reporting and will review reports to assess if the subprojects are on track. If not, the Grant Manager will discuss remedial measures with the responsible CSO, while keeping the Project Director and ADB Project Officer informed. The Grant Manager will also assess the CSOs' needs for technical assistance advice, training, site visits, etc. to address emerging problems and arrange assistance from PTF Advisers through the PTF Project Director.

38. The Grant Manager will also arrange for subproject progress review meetings with the CSO, the PTF Project Director and the ADB Project Officer. Such meetings will normally be held at least every three months or as the parties may agree. In addition, the Grant Manager will keep PTF, PTF Project Director and ADB Project Officer informed of the Project's progress through quarterly reports covering summary operational data, a brief account of operational activities, overall progress, sub-grants' performance, emerging issues of conflicts of interest, public grievances, etc. The template of the quarterly report to be sent to the PTF, Project Director and ADB Project Officer attached (Annex 4).

39. **Peer Learning Workshop.** The Project's implementation design ensures that the CSOs will implement and complete their subprojects on the same timeframe and will act as peer reviewers for each other during the Project. A Peer Review Workshop may be held at the completion of subproject implementation but preceding the preparation of the subproject completion report and the Final Workshop. This workshop would enable CSOs to present on their findings (lessons learned and good practices) and recommendations, and for others to provide feedback.

40. **The Project Completion Report.** Within one month of the Project's completion and latest one month before the closing of RETA 6445, the PTF will submit to ADB Project Officer a Project Completion Report on the experience and achievements (or lack thereof) of the Project, in conformity with the ADB requirements stated in the PTF contract.

The completion report will include:

- a. A review of the Project's achievements in terms of its implementation (supported by relevant operational data);
- b. Description of any material changes/modifications in the Project's objectives, design and activities
- c. Performance of sub-grants;
- d. Comments on the realization of Project objectives;
- e. The major lessons learned for PTF and the ADB; and
- f. The sustainability and replicability of the outcomes.

41. PTF, in consultation with ADB and other relevant groups, will develop a dissemination plan for the completion report.

Annex 1. Outline Terms of Reference for Consultants

1. The consulting firm will support the implementation of the project Strengthening Citizen Involvement in Mitigating Governance Risks in Local Government Units in the Philippines. It will manage the Provisional Sum under the contract that will be provided as small grants to citizen initiatives for governance risk mitigation related to the formulation and execution of budgets and/or public procurement decisions in selected LGUs.

2. The consulting firm will engage two experts: (i) Project Director/Team Leader cum Social Accountability Specialist, and (ii) Grant Manager cum Social Accountability Officer. The Project Director/Social Accountability Specialist will be responsible for the provision of overall direction and supervision in the planning, implementation, coordination and monitoring of project activities to ensure that project objectives are accomplished within operating policies, prescribed time frame and funding parameters. Also as a Social Accountability Specialist, the Project Director will advise selected CSOs to strengthen the design and implementation effectiveness of CSO/non-government organization (NGO) initiatives funded under the Provisional Sum. The Grant Manager will be responsible for managing the Provisional Sum under the contract to provide small grants to citizen initiatives for governance risk mitigation related to the formulation and execution of budgets and/or public procurement decisions in selected LGUs.

3. A total of about 4-6 small grants will be provided to CSOs based on an assessment of their proposals following a set of criteria for funding, which will include:

- (i) the capacity of the organization making the proposal to implement an initiative;
- (ii) organization's legal ability to accept funding;
- (iii) viability of the initiative in terms of whether the project has clear-cut outcomes that can be achieved in a limited amount of time; and
- (iv) eligibility criteria for selected LGU, such as willingness to support constructive engagements.

4. The consulting firm will submit the following deliverables:

- (i) Operational guidelines pertaining to the Provisional Sum
- (ii) Terms of reference for the conduct of studies
- (iii) Workshops to report the citizen initiatives
- (iv) Publication
- (v) Quarterly progress report and subproject completion report

A. Project Director/Team Leader cum Social Accountability Specialist (International, 12.5 person-months, 15 December 2012-31 December 2013)

5. The Project Director should have experience in leading small-scale CSO initiatives on promoting transparency and accountability, and fighting corruption in the Southeast Asia region. He/She should have proven ability to provide technical assistance to grantees in addition to the funding. Experience with project implementation in the Philippines would be an added advantage. The Project Director will:

- (i) Development of detailed operational guidelines jointly with the ADB project officer. The operational guidelines will define the general background, basic definitions, the objectives of the services and eligibility requirements (and enhanced Expression of Interest [EOI] template), restrictions and selection criteria for CSO proposals, contractual and disbursement arrangements, the composition of the CSO selection committee, and ADB's prior approval requirements. Eligibility requirements will include innovative or demonstration approaches.
- (ii) Maintenance of effective consultation and close coordination with ADB project officer, officials of DBM, DILG and other partner government agencies and private sector groups on the work plan, deliverables, implementation timetable, and periodically meet with them on progress of implementation. In this context, the Project Director shall consult with agency officials and the ADB project officer on timely resolution of policy constraints and issues encountered in the course of implementation of the project.
- (iii) Organization and directing of the activities of a working group composed of PTF advisers based in the Philippines and Makati Business Club-Coalition Against Corruption officers and staff to develop and implement the work plan, undertake technical progress and expenditures monitoring, and provide overall technical and administrative back-staffing to the project. The Project Director ensures that work plan is consistent with the operating guidelines, particularly on the deliverables, timeframes and proper allocation of responsibilities, project funds and other project resources. The Project Director will conduct field visits to LGUs where citizen initiatives will be implemented.
- (iv) Organization and directing of the activities of a TA Selection Committee, that will include the ADB project officer and may include government representatives i.e., from DBM. The TA Selection Committee will undertake shortlisting of CSOs based on the evaluation and ranking by the working group and the Grant Manager of the EOIs submitted by the CSOs. The shortlisted CSOs will be invited by the Project Director to submit a full technical-financial proposal for funding support from the project's Provisional Sum.
- (v) Prepare and submit to ADB quarterly progress reports, in a format to be agreed upon within one month of the end of the period to which they refer. A draft final report will be submitted to ADB for comments one month before the end of the TA, and finalized within two weeks after ADB's comments are received.

As Social Accountability Specialist

6. The Project Director will take the lead role in the performance of the following tasks and will be assisted by the working group particularly the Grant Manager/Social Accountability Specialist in fulfilling these tasks.

- (vi) Conduct studies and workshops to analyze and assess opportunities for citizen engagement and the extent to which they have been effectively and efficiently used in the past. As Social Accountability Expert, the Project Director shall prepare the Terms of Reference for the conduct of studies, to begin with a quick assessment of the implementation experience with relevant government policies and procedures, particularly (a) policy guidelines and procedures in the implementation of bottom-up planning for the FY 2013 budget preparation (DBM-DILG-DSWD-National Anti-Poverty Commission Joint Memorandum Circular on MC No. 1, March 8, 2012); (b) guidelines on Partnership with CSOs and Other Stakeholders in the Preparation of Agency Budget Proposals (DBM National Budget Circular 536, January 31, 2012); (c) Guidelines on Partnership with CSOs and Other Stakeholders in the Execution of the Agency Budget (DBM National Budget Circular 539, March 21, 2012). This will result in a comprehensive understanding by the CSOs, private sector organizations, CSO desks of agencies, and the Project Team of the challenges and opportunities in the implementation of the project.
- (vii) Provide expert advice to selected CSOs to strengthen the design and implementation effectiveness of CSO/non-government organization (NGO) initiatives funded under the Provisional Sum. This includes field visits to LGUs where citizen initiatives are implemented. During evaluation, the consultant makes final review/assessment of shortlisted proposals based on evaluation and ranking of the Grant Manager/working committee and recommends to ADB through the Selection Committee the funding of top-rated CSO proposals, up to the availability of funds, in accordance with the operating guidelines.
- (viii) At the end of the TA, conduct a workshop to report on the relevance and effect of the citizen initiatives. Depending on the nature of the funded initiatives, the dissemination activities will summarize results and, to the extent possible, evaluate their (a) financial impact, such as cost savings on procurement, budget savings from better prioritization and execution and benefits from improved service delivery; (b) institutional impact on the organization itself or public institution; (c) methodological impact on promoting transparency and accountability; and (d) public awareness impact. The ways in which the project approach can be replicated and scaled up will also be explored.
- (ix) Prepare a publication to document all initiatives, including the design and implementation of the TA, the successes and shortfalls of the initiatives, and lessons learned. The report will be published and widely disseminated.

B. Grant Manager cum Social Accountability Specialist (International, 12.5 person-months, 15 December 2012-31 December 2013)

- (i) The Grant Manager cum Social Accountability Specialist should have extensive experience in project management in the Philippines, particularly in small grant

management involving CSOs. The Grant Manager should have experience in evaluating, monitoring and providing technical assistance. The Grant Manager will:

- (ii) Draft the operational guidelines pertaining to the Provisional Sum in collaboration with the Project Director. The operating guidelines will define the general background, basic definitions, the objectives of the services and eligibility requirements (and enhanced Expression of Interest [EOI] template), restrictions and selection criteria for CSO proposals, contractual and disbursement arrangements, the composition of the CSO selection committee, and ADB's prior approval requirements. Eligibility requirements will include innovative or demonstration approaches.
- (iii) Translate the project operating guidelines developed with ADB Project Officer into a simple but comprehensive instructions and guide to CSOs in availing of the grant from the Provisional Sum. This should include: (i) project and grant overview, (ii) narrative proposal template, (iii) budget proposal template, (iv) evaluation procedures and criteria, and (v) timeline for the grant component.
- (iv) Support the development of the narrative proposal template, ensuring that it is brief (i.e., prescribing number of words for each topic) but substantive and contains, among others, the following relevant information in evaluating and ranking proposals: (i) title of project; (ii) identification of CSO; (iii) identification of Lead Project Coordinator; (iv) summary of the lead project coordinator's skills and expertise (attach the most recent CV of the Lead Coordinator); (v) organizational description (mission statement of the organization, legal status of the organization, description of any funding - grant or contract - received from development partners or government agencies); (vi) problem definition to be resolved by the initiative; (vii) objectives and tools, (viii) proposed methodology; (ix) activities, expected results, timeframe; (x) relevance to CSO mission and long-term goals; (xi) feasibility, given the skills, expertise, and experience of the CSO project team, and limited timeframe; (xii) importance to key stakeholders (policymakers, service providers, and community members); (xiii) initial plans for advocacy for implementation of change(s) piloted by the initiative and the dissemination of results; and (xiv) references and partners.
- (v) Solicit proposals from CSOs and/or private sector organizations using enhanced expression of interest (EOI) template that the Grant Manager will also develop. The EOI template will include information on the CSO's experience and competence relevant to the assignment and brief description of innovative ideas for possible TA support.
- (vi) Establish with assistance of the working group a long-list of suitably qualified CSOs and prepare recommendation based on results of evaluation and ranking of the EOIs to the TA Selection Committee (which includes the ADB project

officer and may include government representatives, i.e. from DBM) for the selection of shortlisted CSOs to be invited to submit a full technical-financial proposal using prescribed templates for grant availment from the Provisional Sum. It is the job of the consultant to inform and coach the shortlisted CSOs on the grant application process.

- (vii) Implement the proposal Evaluation Procedures and Criteria in the operation guidelines and based on results and ranking of the CSO proposals prepare recommendation for the Project Director's review, approval and endorsement to ADB of top-rated CSOs qualified to avail of the grant from the Provisional Sum.
- (viii) After approval of the grant, provide technical assistance in coordination with the Social Accountability Expert/Project Director to grantees to strengthen the design and implementation effectiveness of CSO/NGO initiatives. This includes periodic field visits to LGUs where citizen initiatives are implemented. This may also include "trouble-shooting" and the holding of mid-term Peer Review Workshop to avail of opportunity for grantees to act as peer reviewers for each other's project and thus learn from each other.
- (ix) Prepare the terms and conditions of the Grant Agreement for signature of the grantee and the Project Director. The Grant Manager will be responsible for ensuring faithful compliance with the reporting and terms and conditions of the Grant Agreement.
- (x) Monitors implementation of projects, ensuring that (a) physical progress is on track, (b) funds are used as planned, and (c) implementation challenges and issues are identified, documented and reported soonest for timely resolution.
- (xi) Prepares and submits to the Project Director quarterly progress report for each funded project in a reporting format consistent with the ADB quarterly report requirement.
- (xii) Assist the Project Director in organizing advocacy and post-project workshops and publications for disseminating project results, lessons learned and policy recommendations for improving further the capacity, effectiveness and quality of constructive engagement between citizens, civil society, and public agencies relating to more transparent and accountable budget formulation and execution process at the LGU level and in monitoring LGU procurement and delivery of LGU services.

Annex 2. Project Proposal Instructions and Templates

1. This Proposal Instructions document is for CSOs interested to participate as grantees of the Partnership for Transparency Fund (PTF) under ADB TA 6445: **Strengthening Citizen Involvement in Mitigating Governance Risks in Local Government Units in the Philippines.**

2. The project has three components: (a) Small Grant Facility to support CSOs to develop and pilot models for effective constructive engagement in selected LGUs focusing on budget formulation and execution, and in procurement monitoring and evaluation; (b) Conduct of Studies on implementation of policies concerning LGU-CSO participation in budget planning and formulation and procurement of LGUs, and documentation of global best practices in these fields; and (c) Knowledge and Learning Sharing for the purpose of disseminating good practices and lessons learned from the subprojects to other LGUs.

3. The Small Grant Facility is open to CSOs that are legally registered and operating in the region selected as geographic focus of the project. Specifically, only the following projects are eligible to sub-grant under this Facility: (a) proposed by registered CSOs, (b) with themes focusing on LGU procurement monitoring and evaluation and LGU budget planning and formulation, (c) employing social accountability approaches and tools, and (d) with maximum implementation period not exceeding 8 months.

4. CSOs submitting a proposal are required to use the Proposal template provided below (Annex 2a) as well as submit a proposed project budget summary using Proposal Budget template (Annex 2b). CSOs must also submit CVs of the CEOs/COOs of the organizations, as well as that of the expected Project Coordinator. Any questions regarding how to prepare or submit a proposal should be sent via email to PTF (ddelosangeles@ptfund.org). Concept Proposal should be saved as a Word document or PDF file and sent to PTF (ddelosangeles@ptfund.org).

5. Proposals will be accepted until the close of business (6:00 PM) on agreed date of submission. We will send an acknowledgement by e-mail, within 2 working days, when your proposal has been received.

Review Procedure and Criteria

6. The CSO recruitment shall follow an enhanced ADB Consultants Qualification Selection procedure. PTF shall (a) prepare the TOR, (b) request EOs and information on the CSOs experience and competence relevant to the assignment, (c) establish a shortlist of at least three CSOs, and (d) select the CSOs with the most appropriate qualifications and references based on the EOs. The selected CSO shall be asked to submit a combined technical and financial proposal and invited to negotiate the contract. Should insufficient adequate proposals are received and or negotiation with selected CSO failed, a further round of invitations might be necessary. CSOs can only apply for one subproject.

7. The selection of subprojects prepared by PTF will be submitted to ADB for review and final approval. All selected CSOs/subprojects will be called to a Launch Workshop.

Annex 2a. Subproject Proposal - Technical Proposal Template

Title of the Project:

--

Organization Profile:

Name	
Type and Legal Status of Organization (Year of Registration with SEC)	
<i>Mission Statement</i>	
Description of Organization’s Leadership Structure (Word Limit: 150 words)	
Operating Budget for last 3 years (Overhead + Project). Attach last audited Financial Statement	

List of Most Significant Projects on Constructive Engagement

(Add more rows as needed)

Name of Project (Year)	Brief Description of Project (Include name of government agency or local government units, use of social accountability tools, and outputs)

Chief Executive/Operating Officer of Organization

<i>First name</i>		<i>Last name</i>	
<i>Title</i>		<i>Telephone</i>	
<i>Address</i>			
<i>E-mail</i>			
<i>Organization</i>			
<i>Web site</i>			

Proposed Project Coordinator/Team Leader

<i>First name</i>		<i>Last name</i>	
<i>Organization</i>		<i>Telephone</i>	
<i>Address</i>			
<i>E-mail</i>			

Summary of skills and expertise of Project Coordinator/Team Leader

Provide a brief description of the skills and experience of the your proposed project coordinator/team leader that would be beneficial to this project. Please include details on any experience with using social accountability tools and/or formal training received in social accountability, particularly related to budget formulation and execution, and to procurement monitoring and evaluation. Note, however, that experience in these fields is not a requirement for this project.

Word limit: 250 words.

Please attach the most recent CVs of the CEO/COO and proposed Project Coordinator

1. Technical Description

A) Situation Analysis (15 Points)

Brief background on the specific development challenge/opportunity to be addressed by the proposed project; include a brief description of the political economy environment in the target LGU and how and where this project concept originated (primarily as the result of assessment of status of implementation by the LGU of government policies on LGU procurement and government directives on LGU-CSO engagement in budget planning, formulation and tracking at LGU level); and justification for why the applicant is the appropriate entity for addressing the identified development challenge effectively and in the long-term, and/or generating catalytic change leading to scalable development impact.

Word limit: 300 words

B) Objectives and Tool (10 Points)

Describe the project goal and objectives, or what you seek to achieve with this project, and why and what social accountability tools are appropriate to achieve these objectives. Your description should include:

- (1) what you seek to achieve with this project (your objectives)
- (2) why a social accountability (SA) approach is the right approach to achieve these objectives
- (3) what SA tools are appropriate in this situation

Word limit: 200 words

C) Proposed Methodology (20 Points)

Describe your proposed methodology, including project's scope, who you will involve in the SA process, and your strategy for building multi-stakeholder support, constructive engagement, communication and outreach, and sustainability. Include any innovative or scalable methods or approaches, if any, and associated risks and benefits. Describe how the project will measure performance and why the Applicant's organization is well suited to implement the proposed methodology. If the applicant is a local intermediary organization, describe plan for outreach and capacity building for small local-based NGOs.

Your description should include:

- the scope of the project (specific theme and components)
- who you will involve in the SA process (service providers, community members, etc.)
- strategy for building multi-stakeholder support
- strategy of constructive engagement
- community and outreach strategy
- strategy for sustainability
- measurement of project performance
- plan for outreach and capacity building of local NGOs (if proponent is a region-based intermediary organization), and
- associated benefits and risks, and how to overcome the risks

Word limit: 400 words.

D) Project Activities (20 Points)

Please provide a description of key activities that you will execute in line with your methodology. Include as last Activity production and dissemination of Knowledge & Learning Products. Please list a maximum of 10 activities.

Activity	Brief Description	Resulting Product (if applicable)	Time Period (start and end)
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			
(7)			
(8)			
(9)			
(10)			

2. Relevance, Feasibility, and Interest of Proposed Project

A) Relevance (10 points)

Please explain how your project topic is **Relevant** to the mission and long-term goals of your organization. Specifically, describe:

- How the project described above relates to your organization’s mission and long term goals, and how it will help you reach them
- How this project will complement existing activities of your organization

Please provide detail and evidence in your answers.

Word limit: 200 words.

B) Feasibility (10 points)

Please explain why your project is **Feasible** given the skills, expertise, and experience of your project team. Describe Incentives of why LGU partner will cooperate. Please provide detail and evidence in your answers.

Word limit: 200 words.

C) Interest (5 points)

Please explain why your project topic and scope is of **Interest** to key stakeholders such as LGU policymakers, service providers, and community members. Please provide detail and evidence in your answers.

Word limit: 100 words.

3. Initial Plans for Communications and Advocacy Activities

While we do not at this point expect a detailed advocacy plan, we are interested in how your organization might use the “Knowledge and Learning” Products to achieve changes beyond those agreed upon in covered LGU. Please fill out no more than 3 rows.

Target Audience	What do you want to achieve with this audience, what do you expect of them?	How will you interact with and influence this audience? (example: Forum, meetings, publication, etc)	What are some of the challenges you anticipate in working with this audience?

References and Partners

We require that applicants submit two donor references that can speak to the quality of the applicant’s work, using the form below. Donors should be from projects funded within the last three years. PTF may contact the donor references after making preliminary selections.

Donor 1

Organization	
Program Officer or Contact Person Name	
Description of Funded Project	

Donor 2

Organization	
Program Officer or Contact Person Name	
Description of Funded Project	

Partner Organizations

If there are multiple organizations participating in this project, please describe the specific roles and division of labor

Project Budget – Please use the Excel file template (Annex 2b) to provide a project budget for the project. Any applicant that does not submit both the Narrative Proposal and the Budget Proposal will not be considered.

Annex 2b Subproject Proposal – Budget Template

Organization Name:

Exchange Rate (US Dollars / Local Currency)

	Number Units	Unit Cost (Local Currency)	Total Cost (Local Currency)	CSO Counterpart	PTF/ADB SubGrant
Category 1 - Personnel Expenses					
Project Coordinator			0		0
Project Team Member			0		0
Project Team Member			0		0
Project Team Member			0		0
Project Team Member			0		0
Category 2 - Operational Expenses					
Office Supplies			0		0
Communications (phone, email, mail)			0		0
Document Production			0		0
Other (specify)			0		0
Category 3 - Workshop Expenses					
Airfare			0		0
Hotel			0		0
Meals			0		0
Ground Transportation			0		0
Other (specify)			0		0
Category 4 - Data Collection Expenses					
(Specify)			0		0
(Specify)			0		0
Category 5 - Advocacy/Dissemination Expenses					
(Specify)			0		0
(Specify)			0		0
Category 6 - Contracts and Consultants					
(Specify)			0		0
(Specify)			0		0
DIRECT COST Sub-total			0		0
INDIRECT COST Allowance (___ of Direct Cost Sub-total)			0		0
CONTINGENCY (10%)					
PROJECT TOTAL			0		0

Annex 3. Subproject Financial/Progress Report Format

A. Quarterly/Final Progress Report

Progress Report as of (date)¹

CSO Name:

Subproject Title:

I. Summary of Progress

(Summarize the overall progress of the subproject stating clearly whether or not the subproject is on schedule and being implemented as originally envisaged; and what main obstacles have been encountered, if any, and what actions have been taken to overcome them)

II. Basic Subproject Data

1. Date Subproject grant signed:
2. Date Subproject implementation commenced:
3. Expected Date of Subproject completion:
 - A. Original:
 - B. Planned:
4. Summary of subproject objectives:
 - a.
 - b.
 - c.
 - etc.

III. Implementation Progress

Planned Activity ²	Brief Description of Progress, Emerging Problems and Remedial Actions ³	Description of any major change in the activity with reason ⁴
1.	<i>During this period:</i> <i>Cumulative:</i>	
2.	<i>During this period:</i>	

¹ Date submitted; it does not necessarily have to be last day of a month.

² These activities are as listed in the Project Proposal and should correspond to the log-frame. Feel free to elaborate as necessary.

³ Briefly describe the progress or lack thereof during the period being reported as well as cumulative as of the end of the period. Also, discuss concisely any significant problems encountered and action taken to overcome them. For activities not yet initiated, say, "Not yet started".

⁴ No need for any comment if there is no change, say, "As planned".

Planned Activity ²	Brief Description of Progress, Emerging Problems and Remedial Actions ³	Description of any major change in the activity with reason ⁴
	<i>Cumulative</i>	
3	<i>During this period:</i> <i>Cumulative:</i>	

B. Quarterly Financial Report

Financial report as of (date)

CSO Name:

Subproject Title:

1. PTF grant amount: (Original amount in USD)
2. PTF grant received so far:
 During the quarter: USD (=local currency)
 Cumulative, so far: USD (=local currency)
3. PTF grant spent so far:
 During the quarter: USD (=local currency)⁵
 Cumulative, so far: USD (=local currency)
4. PTF grant remaining to be disbursed: USD (=local currency)
5. Expected date PTF will be requested to make next tranche disbursement
6. Financial Report (Table below):

As of date (US1=local currency)

Budget Category*		Budget (Currency)* *	Actual Expenses (Currency)	Sources of Funding Used		
				PTF		Other donor [name]
				(Local currency)	(USD)	(Local currency)
A						
	1					
	2					
	3					
	Total A					
B						
	1					
	2					
	3					
	Total B					

⁵ The total figure should be the same as in the Table below under PTF column.

C						
	1					
	2					
	3					
		Total C				
		Total (A+B+C)				
* These categories are reproduced from the original subproject budget.						
** Use data from the original budget.						

7. Audit of Financial Statements: State the status of the audit of the CSO's financial statements for the latest completed fiscal year. Attach a copy if audit has been done. If not, indicate the expected date of the completion of audit.

Annex 4. Outline of Quarterly Progress Report

1. **Quarterly Progress Report on the Project:**
2. **Reporting quarter:** *(State dates of start and end of the quarter to which the report relates)*
3. **Date:** *(State the date this report was prepared)*
4. **Summary Operational Data:**

Activity	During the Quarter	Cumulative to the end of Quarter
Number of RFPs received		
Number of selected CSOs		
No. of Subproject approved:		
Number		
Amount (US dollar)		
Sub-Grants disbursed:		
Number of subprojects		
Amount of sub-grant (US dollar)		
Subprojects completed:		
Number		
Amount of sub-grant (US dollar)		
Number of Subproject Completion Reports (Project Completion Report) received from CSOs		

5. **Review of Operational Activities during the Quarter:** *(Describe and review briefly the major Program-related activities during the reporting period, such as selection of World Bank-financed projects for third party monitoring, experience with RFPs, selection of winning CSO, approval of sub-grants, monitoring of subprojects and their progress, etc. This should also include a brief introduction to sub-grants approved during the quarter.)*
6. **Review of the overall progress:** *(Describe the overall implementation status of the SA Small grant Facility under the Program in relation to the overall objectives, targets, emerging issues, actions being taken/proposed to address the emerging issues, prospects, etc.)*
7. **Status of subprojects:** *(Discuss the performance of subprojects so far, based on the monitoring by the Local Partner, the monitoring actions, quality of progress reporting by the CSOs, and overall assessment of the effectiveness of subprojects)*

8. **Subproject Completion:** *(Brief review of subprojects completed during the quarter, the Subproject Completion Reports due and received)*

9. **Conflicts of Interest:** *(Give details of any issue of conflict of interest that may have arisen during the quarter or previously requiring attention during the quarter. This should cover the nature of the conflict and the action taken for resolution)*

10. **Public Grievances:** *(Describe any complaint or public grievance received during the quarter and how they were/are being handled)*

11. **Any other Matter:** *(Any other relevant matter that the Local Partner might want to mention for the PTF's information/action)*