

Funding Application Form

Global Standard for CSO Accountability – Extension Phase 2018/19

SECTION 1: General Information

Date of grant request: 05.08.2019

Name of organization requesting funding: Balkan Civil Society Development Network

Project title: Global Standard for CSO Accountability in the Western Balkans

Wiring or Bank Information:

56A: Intermediary Institution – BIC

RZBAATWW

RAIFFEISEN BANK INTERNATIONAL AG, AUSTRIA

57A: Account with Institution - BIC

EXPCMK22

HALKBANK AD SKOPJE, MACEDONIA

59: Beneficiary Account IBAN –

MK07270722000001626

FONDACIJA BCSDN SKOPJE

Address: 20 Oktomvri 1/2, 1000 Skopje, North Macedonia

Main contact person

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Position title: Executive Director

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Amount of funding request: EUR 30000

Grant period: 01.10.2019 – 01.10.2020

Project period: 12 months

Key staff or volunteers leading the project:

Executive director

Policy and Accountability Officer

Financial Manager

Communication Officer

SECTION 2: Achievements and Impact

Note: All suggested projects have to be in line with the agreed objectives of the *Global Standard* extension phase (Annex I) and will be assessed against the agreed criteria (Annex II).

1. Which objectives of the extension phase does this project aim to contribute to?



BCSDN in the second extension phase of the Global Standard implementation will focus on relations with national CSOs from the Balkan region that will learn, test and implement dynamic accountability tools. It will provide an ad hoc support to organizations and networks that are going to work on improving their accountability practices in Albania, Bosnia and Herzegovina and North Macedonia as countries in focus. BCSDN will also further developing its internal accountability practices based on the Global Standard and by preparing the first accountability review in 2020.

BCSDN, through the involvement in the common Global Standard actions and governance, will also dedicate time and efforts to the accomplishment to the other goals of the extension phase:

- Create a knowledge pool on how the Global Standard enhances the impact and resilience of CSOs;
- Inspire and nurture a global community of practice on Dynamic Accountability and
- Strengthen the financial and organizational sustainability of the Global Standard.

2. Project description:

Project rationale:

The presence of a vibrant and free civil society is essential in order to guarantee sustainable development and to provide incentives for social and democratic change in the Balkan region. Citizens' voices have grown louder and more influential in the Balkan countries and many of the governments have responded to this by cracking down on civil society.

Only in the past couple of years, the space for effective civil society development and operation in the Western Balkans has shaken immensely. Numerous incidents and cases of violation have been reported, and governments have enacted legislation that in many cases is not conducive to forwarding the work of CSOs.

In these challenging times, many CSOs still lack internal mechanisms and capacity to defend itself against this pressure. The existence of organizations that have no accountability and transparency in their work (such as presence of GONGOs in Serbia), but are nonetheless a part of civil society as a whole, further creates a negative influence both on the public perception of what civil society is, and on the environment in which CSOs operate.

In times of active pressure and shrinking civic space, CSOs need to ensure they retain their core missions, integrity, legitimacy and high levels of trust. Accountability has come on the forefront of CSOs efforts to regain trust and improve their capacity to engage their constituencies. CSOs in the region need to improve their own standards, in order to increase the trust from the citizens, donors and policy makers.

Through the Global Standard project BCSDN has been exploring the role of accountability in the civil society work as a means to increase trust and efficiency and as a way to increase civil society resilience in times of shrinking civil space since 2016. With the proposed actions for the extension phase we will focus on further reaching national civil society organization so that the impact of the efforts done by this global project reach the constituencies such as the citizens of the Western Balkan countries.

Methodology:

Goal: Promote the use and engagement with the Global Standard at the national, regional and global levels through the partnership



Activities:

1.1. Participation on CPDE and AGNA accountability events

BCSDN is a core member of CIVICUS and AGNA and participates in the group of platforms that works on Transparency and Accountability within the AGNA network. BCSDN is also a Focal Point of CPDE for the Balkan region and will share the role of secretariat for the European region starting 2020. The participation in those networks and global initiatives gives us a unique role to further the promotion of the Global Standard and document its use by different stakeholders. For the duration of the project, BCSDN will participate in at least two meetings where we would commit to the outcome of promoting and engaging with the Global Standard.

Outputs: Web stories, reports that document the use of the Global Standard

1.2. Promote the use of the Global Standard through BCSDN information sharing tools

BCSDN will continue to timely share relevant information to its members, other civil society actors and stakeholders through its regular communication tools (E-mail alerts, newsletters, social media and websites). In terms of outreach to the wider public, the focus is on communicating accountability standards through innovative communication tools and methods with tailored-content, translated into the local languages for stronger effects of the network's advocacy efforts.

Outputs: Email alerts – twice a month, 1 thematic newsletter, presentation and visual materials

Goal: Create a knowledge pool on how the Global Standard enhances the impact and resilience of CSOs

Activities

2.1. Use the Global standard as a resource for the efforts of creating a National Code of Conduct in Albania

At the end of September 2019, the National Resource Center for Civil Society in Albania will organize a nationwide event for the creation of National Code of Conduct for civil society organization that will revive the debate for creating such Code. BCSDN and its member in Albania will share the Global Standard and all the products and experiences so far as a resource that could support the creation of the Code in their efforts to create a more resilient and impactful civil society sector.

Output: one meeting with CSOs in Albania, reports/ web stories on the state of development of the national Code of Conduct

2.2. Use the Global Standard as a knowledge resource for the National Code of Ethics for CSOs in Bosnia and Herzegovina

Recent research has pointed out to a negative perception of the citizens and the general public about the position and role of civil society in BiH, primarily the NGO sector. To that end, our member CPCD has launched a campaign that focuses on changing this image through the promotion and introduction/



application of some of the core values and principles of work in CSO practice, including the principles of solidarity, transparency, independence, accountability, legality, professionalism, and so on. The campaign emphasizes the need to establish internal rules of work and relations with actors outside this sector – through the adoption of the Code of Ethics in BiH, and its effective application and advocacy in reality. BCSDN will work with CPCD in furthering their efforts and using the GS experiences from other regions to support the implementation of the Code of Ethics.

Output: one meeting with CSOs in Bosnia and Herzegovina, progress reports/ web stories on the state of implementation of the national Code

Goal: Strengthen CSO capacity at the national, regional and international levels to adapt the Global Standard to their needs and contexts

Activities:

3.1. Provide support and use the Global standard in the efforts of capacity building for CSOs for the newly established informal National Accountability Network in North Macedonia

In July 2019, the first meeting was held where CSOs in North Macedonia has agreed to establish an informal network on transparency and accountability of CSOs. BCSDN Macedonian member MCIC has led a re-granting scheme that allowed many CSOs to improve their internal accountability practices and the establishment of this network should be a continuation of these efforts. The network will lead the advocacy for the establishment of self-regulation in the sector in accordance with the guiding principles of accountability and transparency. BCSDN will provide ad hoc support and capacity building to the network and its members.

Output: At least four CSOs or networks work on creating their Code of Conduct with the use of the Global Standard and the self-assessment tool

3.2. BCSDN uses the self-assessment tool for the first draft review report of BCSDN Code of Conduct and uses the experiences of the Global Standard self-assessment tool in doing so.

During 2019, BCSDN EO worked on further developing an accountability implementation framework that will allow us to report how accountable we are to our stakeholders. The framework is to be used to present the first Accountability report in 2020 and to be tested as a self-assessment mechanism for BCSDN EO and its members.

Output: Draft review report to be presented to BCSDN Governing Bodies

3. Desired outcomes:

Outcome	Strategy for Achievement	Measurements of success (numerical when possible)
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<p>1. Promoted use of the Global Standard at the national, regional and global levels through the established core partnerships of BCSDN</p>	<p>1. Participation on CPDE and AGNA accountability events</p> <p>Outputs: Web stories, report for the project partners</p> <p>2. Promote the use of the Global Standard through BCSDN information sharing tools</p> <p>Outputs: Email alerts – twice a month, 1 thematic newsletter, presentation and visual materials</p>	<p>Participation at, at least 2 such meetings, documented engagement and connection with those platforms</p> <p>Increased number of users from the region and beyond (5%)</p> <p>Documented engagement with interested parties on dynamic accountability and the Global Standard</p>
<p>2. Created knowledge pool on how the Global Standard in the Balkans</p>	<p>2.1. Use the Global standard as a resource for the efforts of creating a National Code of Conduct in Albania</p> <p>Output: 1 meeting with CSOs in Albania, reports/ web stories on the state of development of the national Code of Conduct</p> <p>2.2. Use the Global Standard as a knowledge resource for the National Ethical Code for CSOs in Bosnia and Herzegovina</p> <p>Output: 1 meeting with CSOs in Bosnia and Herzegovina, progress reports/ web stories on the state of implementation of the national Code</p>	<p>Progress Reports for the National Code of Conduct issued by the National Resource Center for Civil Society in Albania, documenting the GS as a knowledge resource</p> <p>At least 2 Information shared through the National Resource Center communication channels</p> <p>At least 2 Information shared through the Center for Promotion of Civil Society communication channels</p>
<p>3. Strengthened CSO capacity at the national level to adapt the Global Standard to their needs and contexts</p>	<p>3.1. Provide support and use the Global standard in the efforts of capacity building for CSOs for the newly established National Accountability Network in North Macedonia</p> <p>Output: At least 4 CSOs networks work on creating their Code of Conduct with the use of the Global Standard and the self-assessment tool</p> <p>3.2. BCSDN uses the self-assessment tool for the first draft review report of BCSDN Code of Conduct and uses the experiences of the Global Standard self-assessment tool in doing so. Output: Draft review report to be presented to BCSDN Governing Bodies</p>	<p>Project reports of MCIC (BCSDN Macedonian member leading the National Accountability Network) documenting the use of the Global Standard in the capacity building efforts</p> <p>At least 2 Information shared through the MCIC and the National Resource Center for Civil Society in Macedonia communication channels</p> <p>BCSDN annual report and the accountability report documents the use of the GS</p>



4. Work Plan and Timeline:

Objective	Activities	Delivery Date
Promote the use of the Global Standard	3. Participation on CPDE and AGNA accountability working groups and support and lead the Global Standard promotion and streamline its use in those networks	Throughout 2019-2020 AGNA meeting June 2020
	4. Promote the use of the Global Standard through BCSDN information sharing tools such as The Email Alerts, the Newsletter and events in the Balkans.	Monthly Throughout 2019- 2020
Create a knowledge pool on the Global Standard	2.1. Use the Global standard as a basis for the efforts of creating a National Code of Conduct in Albania	Throughout 2019-2020
	2.2. Use the Global Standard as a knowledge resource for the National Ethical Code for CSOs in Bosnia and Herzegovina	Throughout 2019-2020
Strengthen CSOs capacity to engage with the Global Standard	3.1. Provide support and use the Global standard in the efforts of capacity building for CSOs for the newly established National Accountability Network in North Macedonia 3.2. BCSDN uses the self-assessment tool for the first draft review report of BCSDN Code of Conduct and uses the experiences of the Global Standard self-assessment tool in doing so.	July 2020

5. Who will benefit from this project? Direct, indirect?

BCSDN Members

BCSDN members and national CSOs will be the primary beneficiaries of this action in the extension phase. Through the activities to institutionalize the Global Standard, BCSDN will be able to involve BCSDN members in the implementation and to develop internal policies related to accountability that will benefit the future work of our network.

CSOs from the Western Balkans



National CSOs will be involved and will benefit from the implementation of the activities related to capacity building and creation of a knowledge pool on dynamic accountability. They will be able to learn but also to test the use of the Global Standard and dynamic accountability.

Citizens from the Western Balkans

Citizens in the Balkan countries will also benefit indirectly from this action as they are at the core of the dynamic accountability concept. The aim of this action is to bring organization closer to their constituencies and to involve them directly into the work of the organizations involved in the implementation of these activities.

6. How will you engage various stakeholder groups?

BCSDN will involve different stakeholders in the implementation of the projects activities.

Citizens will be involved and engaged through social media and events but also through BCSDN members and their own activities. (Activity 2.1)

Donors will be engaged throughout the implementation of this action by regular outreach activities that BCSDN is undertaking throughout the year. (Activity 2.1.)

Governments – BCSDN members work closely with national governments in their respective countries and government officials will be invited to activities. Such opportunity will be national meetings planned in Macedonia, Bosnia and Herzegovina and Albania.

All activities that are going to be organized during this project aim to connect what BCSDN does with citizens and stakeholders beyond the community of practice. BCSDN communication tools offer already a certain degree of connection with people that follow our work.

Planning – Activities of promotion and different events are already included in the proposal in addition to BCSDN regular activities. (Email alerts, social media, website, national meetings)

Engaging - Transform the communication activities & events two-ways communication, where feedback is welcomed and requested

Responding & Measuring - Make sure that we dedicate sufficient time to responding to different engagements that we have had during the project. All activities will include indicators of successful engagement such as increased feedback on social media, participation of different stakeholders on events etc. (BCSDN reviews its internal practices and will make sure to develop indicators of success for stakeholder engagement on organizational level).

7. How will you monitor and evaluate your achievements?

BCSDN Executive Office will be responsible for project management and coordination of project activities. The EO has established systems and procedures for project cycle management, including monitoring and evaluation. The project activities are developed according to the BCSDN Mid-term Strategy and Annual Plans, approved by the Board and the Council, the highest governance organ of the network, composed of representatives of 14 member organizations. BCSDN has adopted a set of internal management procedures (financial policy, systematization and organization, Board rulebook) in order to enhance and formalize good management and administrative practices to enable the network to carry put larger scale projects. Full results framework is available and a financial audit for the project will be conducted.



The project activities are monitored and approved by the Board and the Council through receiving and adopting the Annual Report. As internal part of the implementation plan, each project, including this one, includes benchmarks and sources of information based on which the monitoring of the project implementation and the evaluation after the project end are conducted. As project activities are part of the Mid-term Strategy Plan, the implementation of the activities will be monitored via quarterly and annual reports adopted by the Board and the Council.

The preparation of the monitoring and evaluation activities will consist of collecting, processing and documenting all relevant project progress data and information. The preparation work includes regular communication with the partners on the project status and changes. The monitoring work also includes an assessment of the quality of the outputs and of the inputs of resources (expenditures). In addition, the monitoring will provide a justification for making operational adjustments. At the end, a lessons-learned session will be held by BCSDN to use this for further design of follow-up activities. The members usually meet for a one-day discussion on the project implementation and evaluation. At the meeting, assessment analysis will be presented and concrete steps for the future of the project will be discussed. Other stakeholders and involved CSOs will also be consulted to ensure accurate assessment of the results.

8. How will you ensure the results from this project are sustainable?

BCSDN within the scope of the Global Standard project created and improved our internal accountability practices. The implementation framework for BCSDN Code of conduct will allow us to have a dynamic accountability mechanism that is going to be implemented internally in our network. These results already present a sustainable institutionalization of the efforts from the project.

BCSDN starting in September 2019 will implement a Regional Civil Society Hub that will award grants to CSOs in the region also related to accountability. We will aim to use the Global Standard as a basis for planning and implementing of those activities.

9. Have gender specific issues and programming/budgeting been included in developing this project? If so, please explain how.

Equal opportunities are the core of BCSDN functioning, gender specific issues have been taken into consideration when planning the activities. At least half of participants on BCSDN events are women and these practices are reflected in BCSDN management structure as well. This will continue to be implemented in this project as well. BCSDN is a network that also takes into consideration different ethnic and religious aspects and representation in our work as our region is extremely divers. BCSDN is one of the network involved in the new CIVICUS working group DIGNA, with focus on Diversity and Inclusion and we will aim to approach the work of this WG with the Global Standard and with BCSDN internal functioning during the implementation of this project.

10. Are there any environmental impacts of this project and/or the organisation? If so which and how are these managed with?

The project will have no direct negative effect to environment. Indirectly some activities will be harmful to the environment but alternative models will be considered whenever possible. The print of materials will



be on a minimum level as well as the travelling. BCSDN will continue with the practices of paying for CO2 emissions same as in the previous phase. Coordination meetings will be held via conference calls or Skype. The outputs from this project will be beneficial for environmental CSOs that can use them for their advocacy on national level and in improving their accountability practices.

SECTION 3: Financial Information

11. Please list other key donors or sources of income:

Source	Description	Amount (EUR)	Notes
EU – European Commission	Going the distance – Building shared commitment for CSOs sustainability	31.800 EUR in total from 01.01.2018 till 30.04.2021	
The Swedish International Development Cooperation Agency	Protecting Civic Space – Regional Civil Society Development Hub	1.495.000 EUR – from 1 st July 2019 till 30 th June 2021	
Rockefeller Brothers Fund	To strengthen civil society and contribute to creating an enabling environment for CS in the WB	100.000 USD – from 6 march 2019 till 6 th March 2021	

12. Due Diligence Documents: Please provide us with the following documents as attachments (if not applicable please state your reasons below):

- 1.1 Description of organization/ entity/ their work and structure/ key objectives and mission / board and governance structure
- 1.2 Legal registration status / Certificate of incorporation/ Articles of association
- 1.3 Current tax and VAT status
- 1.4 Most recent organizational financial audit
- 1.5 Specific anti-fraud and anti-corruption policies
- 1.6 Organigram or another staff/task structure
- 1.9 Procurement policy

Note: Successful project partners might be asked to provide additional due diligence documents to assess their organisational capacity as laid out in Annex II.

13. Please provide us with a detailed budget proposal, laying out all expected expenditures using the attached template.

Note: Proposals of more than 40.000 € need to be audited. Audit costs can be included in the budget. The Review Panel will assess budget proposals against criteria 4. as listed in Annex II and might ask successful applicants to amend (parts of) the budget.



See document 100-2

SECTION 4: Risk assessment

Please provide us with a brief assessment risk of internal and external risks as perceived by your organisation. If possible, also assess the possibility and impact of said risk and how these risks can be managed.

Risk	Description	Possibility and Impact	Mitigation
Shrinking of civic space	The governments in our region have demonstrated tendencies to close the space for civil society operation on different occasions. This jeopardises the work of the organizations often labelled as representing foreign interests and not representing the people's agendas.	Possibility – Medium Impact – Medium	BCSDN's main activities are related to promoting civil society development so that it can be strong actor in the democracy development of our region by creating an enabling environment and through improving CSOs work and image. The Global Standard project can benefit CSOs that encounter threats in the countries in the region by presenting the concept of dynamic accountability as a means to increase trust in their work and to present a positive narrative of CSO's work.
Lack of interest of national CSOs	CSO's in the Balkans often focus on advocacy, monitoring and evaluation on government policies and less so on issues of accountability and transparency within the organizations. Having other priorities might result in insufficient interest by relevant CSOs or CSOs willing to participate, but having lack resources etc.	Possibility – Low Impact – Low	BCSDN will inform about the activities in a timely manner all relevant CSOs and will cover costs of their participation to different events. BCSDN will use the member organization and the networks of its members to have a wide reach in national level in the countries covered by the network.



Lack of expertise within the network	BCSDN members might not have sufficient expertise in dynamic accountability as a concept to be able to work with others on issues of accountability and CSOs' capacities.	Possibility – Low Impact- Medium	BCSDN members are leading organization on civil society development and implement high accountability standards. By their involvement, more directly with the Global standard they will be able to enrich their understanding of accountability and support others to join the dynamic accountability community of practice. BCSDN EO will support this process and will engage additional experts when needed.
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SECTION 5: Comments

Please provide any other information you think will help us understand the project you are proposing.

REALLOCATION DUE TO COVID

Due to the COVID-19 pandemic, some activities in this proposals were amended. The delivery period of the project was also extended to 30 November 2020. The affected activities are revised as below:

- No activities were directly impacted.