

Project Document Revision Cover Page

Project Title: NGO Empowerment

Project Number: 122656

Implementing Partner: UNDP Istanbul Regional Hub for Europe and the ECIS

Start Date: 1 January 2020

End Date: 31 December 2024

LPAC Meeting date: 26th December 2019

Brief Description

Civil Society Organizations (CSOs) can play a strong role in promoting the citizen participation, enhance sustainability, mitigate environmental and climate crisis and alleviate poverty to accelerate progress towards the SDGs and especially SDG1. The role of CSOs in 57 Member Countries of Organization of Islamic Cooperation (OIC) in many cases has not been fully recognized by the governments, private sector and donors; and they are struggling to ensure financial sustainability, visibility, strong partnerships with international organizations, relevance and status as an organization working in the field of development. The uptake of digital technologies and alternative finance and new approaches from 4th Industrial revolution translate into a growing set of possibilities for the CSOs to enhance their impact and to therefore contribute more effectively to the development outcomes. In many cases CSOs in these countries are bringing very relevant change at the grassroots level. Despite funding challenges, legal constraints and administrative barriers, CSOs remained outspoken advocates for change.

The overall aim of the project „NGO Empowerment“ is to empower CSOs (with the main focus on local and regional NGOs) to improve the socio-economic well-being of hard-to-reach communities with whom they work. This will be done through the following activities: a) mapping of CSOs (better identification of impactful CSOs and categorizing them); b) capacity building of CSOs with a focus on alternative finance (such as UNDP Crowdfunding Academy training); and c) setting up Tadamon platform for CSOs that would make easier connecting them to donors and between themselves.


One more output has been added to “NGO Empowerment” project – Tadamon Accelerator. Its objective is to enhance capacity and access to funding for CSOs addressing the issues related to the pandemic, and its effects. This will be done by supporting the Resource Mobilization for pandemic response for CSOs; supporting their digital transformation and transition to more sustainable business models - based on the pre-defined criteria and on accelerating the 50 most innovative CSOs.

Added changes in the Project Document include following ANNEXes:

- ANNEX 1 – Updated results framework
- ANNEX 2 – Multiannual working plan updated
- ANNEX 3 – Risks log updated

<p>Contributing Outcome (RBEC RPD 2022-2025): RP OUTCOME 2: No-One Left Behind, Centering on Equitable Access to Opportunities and a Rights-Based Approach to Human Agency and Human Development. Output 2.3: Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened.</p> <p>Indicative Output(s) with gender marker²: GEN2 Institutions and systems enabled to address awareness, prevention and enforcement of anticorruption measures across sectors and stakeholders.</p>	Total resources required:	USD 3,145,656	
	Total resources allocated:	UNDP TRAC:	
		IsDB:	USD 3,145,656
		Government:	
		In-Kind:	
Unfunded:			

Agreed by (signatures):

UNDP	
Print Name: Gerd Trogemann Manager, Istanbul Regional Hub	DocuSigned by:  <small>82665CD7435A41B...</small>
Date:	30-sep-2022

ANNEX 1: UPDATED RESULTS FRAMEWORK¹

EXPECTED OUTPUTS	OUTPUT INDICATORS ²	TARGETS					
		Base 2019	Y1 2020	Y2 2021	Y3 2022	Y4 2023	FINAL 2024
Output 1 CSOs in ISDB Member Countries are mapped	1.1 #CSOs mapped and presented on Tadamon platform	0	500	600	700	750	y2024: 800
	1.2 #countries from which CSOs are mapped	0	20	30	40	45	y2024: 50
	1.3 #partners joined the „NGO Empowerment for Poverty Reduction Program“	15	30	35	40	45	y2024:50
Output 2 CSOs impact on development interventions is strengthened through improved access to alternative finance mechanisms	2.1 #blockchain crowdfunding and Islamic finance mechanisms rolled out at Tadamon platform	0	4	6	8	9	y2024: 10
	2.2 #CSOs trained	0	100	100	300	400	y2024:500
	2.3 #of crowdfunding crowdfunding campaigns / projects carried out	0	35	80	130	180	y2024:230
	2.4 # development of the AFAB campaign and platform	0	1	1	1	1	Y2024:1
Output 3 CSOs are supported through Tadamon Accelerator	3.1 #CSOs that have created and applied proposals for Accelerator	0	-	-	130	-	y2022: 130
	3.2 #CSOs trained through Tadamon Accelerator	0	-	-	50	-	y2022: 50

¹ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

² It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

ANNEX 2 - MULTI-YEAR WORK PLAN UPDATED WITH TADAMON ACCELERATOR OUTPUT³⁴

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
	Activity Result 1.1: Structures are set in place and initial scoping completed for the successful identification of local ecosystem.									
Output 1: CSO in the OIC countries are mapped by applying crowdsourcing (bottom-up) and expert-driven (top-down) approaches (Gender marker 1)	Activity 1.1.1. Set up of working structure for the project between UNDP, ISDB and partners	9,259					UNDP	ISDB	Contracts, travel, DSA	9,259
	Activity 1.1.2. Preparatory visits to 7 countries annually, including setting up of criteria	25,000	22,222	22,222	22,222	22,222	UNDP	ISDB	Contracts, travel, DSA	113,889
		2,778	926	926	926	926				6,481
		6,481	4,630	4,630	4,630	4,630				25,000
	Activity 1.1.3. Designing the Tadamon platform approach	9,259					UNDP	ISDB	Contracts, travel, DSA	9,259
Activity 1.1.4. Action plan for the first 12 months of the project finalized and communicated,						UNDP	ISDB			
Activity Result 1.2. A combination of approaches (bottom-up and top-down) are deployed towards mapping and verifying data from CSOs.										

³ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁴ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	Activity 1.2.1. Criteria setup for mapping CSOs	3,704					UNDP	ISDB	Contracts	3,704	
	Activity 1.2.2. Mapping preparations for CSOs in 57 ISDB member countries	18,519					UNDP	ISDB	Contracts	18,519	
	Activity 1.2.3. Mapping of CSOs in 57 ISDB member countries	18,519 51,852					UNDP	ISDB	Contracts	18,519 51,852	
	Activity 1.2.4. Verification of data in line with international privacy protection practices	22,222					UNDP	ISDB	Contracts	22,222	
	PROJECT MANAGEMENT	101,852	64,815	64,815	64,815	64,815	UNDP	ISDB	Salaries	361,111	
	Sub-Total for Output 1:	269,444	92,593	92,593	92,593	92,593				639,815	
Output 2: Empowering CSOs through development interventions is strengthened through Tadamon platform and through alternative finance mechanisms (Gender marker 1)	Activity Result 2.1. Capacity building programs for crowdfunding are designed, tested and rolled out.										
	Activity 2.1.1. Preparatory activities for CSO mapping	7,407	7,407	7,407	7,407	7,407	UNDP	ISDB	Contracts	37,037	
	Activity 2.1.2. Implementation and design of capacity building training program for CSOs	131,481	103,704	103,704	103,704	103,704	UNDP	ISDB	Contracts, travel, DSA	546,296	
	Activity 2.1.3. Supporting the post-capacity building program	16,667	11,111	11,111	11,111	11,111	UNDP	ISDB	Contracts	61,111	
	Activity 2.1.4. Design and roll out of Training of Trainers annual consultation and capacity building with leading experts	26,852	18,519	18,519	18,519	18,519	UNDP	ISDB	Contracts, travel, DSA	100,926	
	Activity Result 2.2: TADAMON platform enables enhanced use of alternative financing methods for CSOs in OIC countries.										
	Activity 2.2.1. Partnership setup for Tadamon platform	18,519						UNDP	ISDB	Contracts, travel, DSA	18,519
	Activity 2.2.2. Web platform development	69,444						UNDP	ISDB	Contracts	69,444
	Activity 2.2.3. Platform maintenance and bringing new campaigns	41,667						UNDP	ISDB	Contracts	41,667

	onboard									
	Activity 2.2.4. Project and platform communication	27,778					UNDP	ISDB	Contracts, travel, DSA	27,778
	Activity 2.3. AFAB campaign and platform developed	92,000					UNDP	ISDB	Contracts, travel, DSA	92,000
	PROJECT MANAGEMENT	120,370	120,370	120,370	120,370	120,370	UNDP	ISDB	Salaries	601,852
	Sub-Total for Output 2:	552,185	261,111	261,111	261,111	261,111	UNDP	ISDB		1,504,630
Output 3	Activity Result 3: Acceleration program for CSOs has been designed, set up and implemented.									
CSOs are supported through Tadamon Accelerator	Activity 3.1. Design and set up of TADAMON Accelerator			45,000			UNDP	ISDB	Contracts, DSA	45,000
	Activity 3.2. Advocacy and engagement of CSOs and delivery of Accelerator			131,200			UNDP	ISDB	Contracts, DSA	131,200
	Activity 3.3. Provision of grants for CSOs			500,000			UNDP	ISDB	Contracts, DSA, Grants	500,000
	Sub-Total for Output 3:						UNDP	ISDB		676,200
Total Program		821,630	353,704	1,029,904	353,704	353,704				2,912,644
General Management Support		65,730	28,296	82,392	28,296	28,296				233,012
TOTAL	3,145,656									

ANNEX 3. – RISK LOG UPDATED BY ADDING OUTPUT FOR TADAMON ACCELERATOR

Project Title: NGO Empowerment for Poverty Reduction	Project ID:	Date: October 2021
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
POLITICAL RISKS									
1	Government's commitments to support acceleration of CSOs for the Pandemic Accelerator	October 2021	Political	P=2 I=3 Lack of ownership of the project initiatives can result in low effectiveness and impact of the project activities in partner countries	There is already a process in place with CSO verification from the Governments. So far over 30 countries have Endorsed the "NGO Empowerment" program, and the communication is going well.	Project Coordinator Project Board Regional Hubs		<u>22 September 2022</u> UNDP's experience in the "NGO Empowerment" project and other in innovation, combined with the SDG agenda, and Accelerator Labs, indicate a strong and growing interest in the area. So far, successful piloting of initiatives has demonstrated that governments are willing to support these initiatives and the role of CSOs is well recognized if Governments have a say about verifying them. Government focal points have verified selected CSOs.	
STRATEGIC									
2	Duplication of Tadamon Accelerator with other initiatives/harmonisation with donors	October 2021	Strategic	P= 2 I= 3 Duplication of activities results in inefficient use	Country and regional applications do include 'horizon scanning' identifying potential duplication and opportunities for partnership. Through the previous	Project Coordinator Project Board Regional Hubs Country Offices		<u>10 October 2021</u> UNDP has been and continues to be well-positioned to engage, cooperate and coordinate with a multitude of partners, both international (IsDB, SESRIC, SPARK) and local organizations (such as crowdfunding platforms or other relevant CSO supporting institutions). This project builds on existing	

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				of resources	work on the “NGO Empowerment” project, many partners have already been recognized and brought in discussion to either join the Tadamon platform; or the effort was done to plan some activities jointly and making the stronger impact with less efforts and resources.			partnerships and piloted initiatives, and there are already partners on Tadamon platform who pledged jointly over 100mil USD.	
OPERATIONAL									
3	Lack of interest of CSOs to apply for the Acceleration	October 2021	Operational	P = 3 I = 3 Limited engagement of CSOs.	Reaching out to CSOs is important part of the “NGO Empowerment” project that has already build foundations to prevent low participation. So far, over 300 CSOs have applied to 5 Crowdfunding Academy training programs within the project; and over 1100 CSOs have signed up on the Tadamon platform.	Project Coordinator Country Offices Regional Hubs		<u>22 September 2021</u> Low public trust, evident in the region, presents an obstacle in engagement of CSOs in some countries. There is existing precedent and lessons learned from the “NGO Empowerment” project so far, and the ecosystem to CSOs have been already very strong in over 20 countries. Project has ensure big understanding of NGOs about the support being provided through the Acceleration – over 1000 CSOs registered for info sessions, and 348 applications has arrived.	

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POLITICAL RISKS									
4	Political environment not receptive to project initiatives in alternative finance and CSO mapping	October 2019	Political	P= 3 I=5 Unexpected changes in political environment can cause delays in implementation and pursuing the planned results in partner countries and territories.	Monitor political environment and assess its impact on the project activities. Reaching out to the countries where there is a political good will and putting those where it is not on hold.	Project Coordinator Project Board Regional Hubs Country Offices		<u>01 October 2019</u> The political risks for the project have not significantly shifted. Overall there is appetite for innovations, and this is especially felt at the local level where there is more political competition. The overall goals of the project (social, financial and digital innovation, transparency in the work of NGOs) are viewed positively by the governments in the region. <u>update 22.9.2022</u> Agreed with IsDB to send new Endorsement letters Minimizing the risk by working with more countries	
5	Government's commitments to support empowerment of CSOs and their project initiatives	October 2019	Political	P= 3 I=4 Lack of ownership of the project initiatives can result in low effectiveness and impact of the project activities in partner countries	Institutional and CO partners will be selected through a competitive process every year and the focus will be put on 7 countries annually where there is a commitment	Project Coordinator Project Board Regional Hubs Advisory Board		<u>01 October 2019</u> UNDP's experience in the last years through TGFF projects and other in innovation, combined with the SDG agenda, and Accelerator Labs, indicate a strong and growing interest in the area. So far, successful piloting of initiatives has demonstrated that governments are willing to support these initiatives – even in countries where it is difficult for NGOs to operate, such as in Egypt and Somalia. <u>updated on 22.09.2022</u> likelihood of risk is increased to 4.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
STRATEGIC/OPERATIONAL									
6	Capacities of institutions to mainstream innovative projects are weak	October 2019	Operational/Strategic	P=3 I=3 Uptake of initiatives developed within the scope of this projects suffers due to low capacities in institutions.	Choosing countries where it will be easier to start with assessment of the capacities of institutions to innovate. Developing in-country activities that help building up of crowdfunding and blockchain ecosystems.	Project Coordinator Country Offices Regional Hubs		<u>04 October 2019</u> Mainstreaming innovative projects in NGO ecosystem can be a challenge in some countries. With the speed of change of technology, institutions struggle to develop the capacities and take advantage of horizon technologies. However, cases like Somalia or Lebanon and its uptake of crowdfunding and blockchain – showing interest in areas way beyond financing projects of NGOs – demonstrate that it is worthwhile in supporting investments in horizon technologies. <u>updated on 25.09.2021</u> Ecosystem mapping and training of trainers will be organized to reduce the risk of lack of capacity.	
STRATEGIC									
7	Duplication with other initiatives/harmonisation with donors	October 2019	Strategic	P= 1 I= 3 Duplication of activities of results in inefficient use of resources	Country and regional applications should include 'horizon scanning' identifying potential duplication and opportunities for partnership. The nature of this project (platform approach through TADAMON platform) also dictates is such that in many areas, UNDP is actually	Project Coordinator Project Board Advisory Board Country Offices		<u>04 October 2019</u> UNDP has been and continues to be well-positioned to engage, cooperate and coordinate with a multitude of partners, both international (IsDB, SESRIC, SPARK) and local organizations. This project builds on existing partnerships and piloted initiatives, and there are already over 20 partners who signed they are supporting the NGO Empowerment Program. We are also actively working on bringing crowdfunding platforms and blockchain companies onboard.	

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					building up partnerships and ensures there is timely collection of intelligence and information on similar initiatives..			<u>updated on 24.09.2021</u> Ecosystem mapping and donor scanning activities implemented that will prevent duplication.	
8	Alignment with countries' government strategies and priorities	October 2019	Strategic	P= 1 I= 4 Lack of alignment results in low ownership and commitment to project initiatives	Exact areas of thematic focus will be identified through consultations held at the level of individual countries and regionally. Such consultations will ensure a direct, two way links between decision-makers and partners. Through the project preparation phase, several governments already contributed their comments.	Project Coordinator Project Board Country Offices		<u>04 October 2019</u> All 57 countries are Member Countries of IsDB and there are focal points in the Government to ensure close coordination in-country. Resource constraint is a distinct issue for all the countries in the region, therefore experimentation with alternative finance mechanisms is likely to draw the attention of government institutions. This has already been tested and proven true in the first phase of the project. <u>updated on 24.11.2020</u> government endorsement secured in all pilot countries. <u>update on 25.4.2021</u> Bringing IsDB Regional Hub focal points to discussion. <u>update 22.9.2022</u> Bringing together national partners on joint events	
9	NGOs/CSOs	October	Strate	P=3	Project activities	Project		<u>04 October 2019</u>	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
	have no knowledge or interest in data-driven policy-making	2019	gic	I=4 No knowledge on the use of data for policy-making among citizens and officials will impede project buy-in and implementation	tailored towards awareness raising on alternative finance, platform based approach to fundraising and strong communication. Development of tailored capacity building trainings (online on Kaya portal and offline) to support access to alternative finance.	Coordinator		Access and knowledge to digital finance levels are not at a desirable level in OIC Member Countries, and are especially weak in some of the Least Developed Countries, limiting the potential of using alternative finance for any type of transformative change. The issues of capacities across societies on harnessing horizon technologies remain prevalent, especially considering the speed of technological change. Ongoing technical discussions and work with COs in Tajikistan, Somalia and Lebanon and others in the respected regions on pulling resources together and development of learning programs with Humanitarian Leadership Academy. <u>updated on 25.09.2021</u> Ecosystem mapping and capacity building for NGOs ongoing in pilot countries	
10	Failure in identification of needs and priorities	October 2019	Operational	P = 1 I = 4 Lack of clarity of needs and priorities results in delays in planning of activities	Needs assessments and regular consultations with project beneficiaries will be used to identify and prioritize the areas of assistance. Through the CSOs mapping process, there is also an important emphasis on understanding	Project Coordinator		<u>04 October 2019</u> Great emphasis has been put on participatory approach during all stages of the project document preparation and throughout implementations. The project utilizes different forms to identify priorities and opportunities – including active horizon scanning, keeps up to date with the latest developments, engages in discussions with the COs on identifying emerging issues & identifying lead users, and positive deviance cases. Strong inputs are also	

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					their needs. Through scoping missions organized in each country, important focus will be set on identifying top topics for CSOs in these countries.			<p>expected from UNDP Accelerator Labs.</p> <p><u>updated on 25.04.2021</u> TOR is shared with COs on needs and priorities</p>	
11	Alternative finance mechanisms have difficulty scaling	October 2019	Strategic	<p>P=3 I=4</p> <p>Challenges in mainstreaming and upscaling alternative finance mechanisms will affect project results.</p>	<p>Project viability is already being tested out through other innovation initiatives.</p> <p>Project progress will be tracked and recorded, allowing for a compendium of lessons learned.</p>	Project Coordinator Project Board Advisory Board		<p><u>04 October 2019</u></p> <p>In the first phase, the Lab was set to support (in)formal citizen and other groups, government partners, business and others who are willing to experiment with some of the emerging finance mechanisms. Through this output, the work of the Lab will be further promoted, moving from recognizing promising areas and pilot projects, to creating success stories and upscaling them to the CSO benefits, building up a global ecosystem through Tadamon platform.</p> <p>Rolling out/mainstreaming new financial mechanism is a challenge overall.</p> <p><u>updated on 25.09.2021</u></p> <p>In most of the countries, strategic partners are identified to enable mainstreaming alternative finance mechanisms</p> <p><u>update 22.9.2022</u></p>	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
								issuing two TORs for crowdfunding platforms to support our CSOs	
OPERATIONAL									
12	Lack of participation of nongovernmental organizations, private sector, media and citizens	October 2019	Operational	P = 3 I = 3 Limited engagement of citizens and civic groups.	The project has one component that heavily relies on the engagement with civic groups.	Project Coordinator Advisory Board Country Offices		<u>04 October 2019</u> Low public trust, evident in the region, presents an obstacle in engagement of citizens in governmental processes and in some non-governmental activities in some countries. Project will identify and work closely with civic groups, civil society organizations and the private sector in partner countries. There is existing precedent and lessons learned from the first phase of the project on this. Project will ensure good understanding of NGOs and their types through the mapping exercise, and also through the scoping missions. <u>updated on 25.04.2021</u> Local partners will be engaged in decision making process and joint activities will be organized	
FINANCIAL									
13	Exchange rate fluctuation	October 2019	Financial	P=4 I=2 Exchange rate fluctuation can result in lack of financial resources for implementation	Close monitoring to ensure early actions.	Project Coordinator		<u>04 October 2019</u> Volatility of the exchange rate may affect the delivery of the project, however this is beyond the scope of the project management team.	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status of risk
				of planned project activities or in under-delivering based on the plan.					