

PIASVC SUB-GRANT SCHEME

INTRODUCTION SESSION

Jeanne Battello
PIASVC Project Manager

Vientiane, January 2022



PUBLIC INFORMATION AND AWARENESS SERVICES FOR VULNERABLE COMMUNITIES IN LAO PDR Project (PIASVC)

Donors

The Government of Japan through the Japan Social Development Fund (JSDF),
administered by the World Bank (WB)

The Swiss Agency for Development and Cooperation (SDC)



The Government of Japan



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

Government partner

MoNRE – Departement of Land



Implementing Agency

Helvetas Swiss Intercooperation through the Project Management Unit (PMU)

Duration

November 2021 to August 2024

Introduction session

1. Project Background and Objective
2. PIASVC Components
3. PIASVC Sub Grants
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 - III. General Principle of Funding
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1. Project Background and Objective



Project Development Objective

Improve the access to legal information and counselling services for 30,000 poor and vulnerable persons (of which 60% are women and 85% from ethnic minorities) in selected rural districts to enhance protection and fulfilment of their natural resources and livelihood rights.

The project will improve public knowledge on natural resource rights **by providing awareness raising** and **by enhancing legal counselling services** for the poorest and most vulnerable communities with approaches tailored to their unique conditions.



Project Development Objective Indicators

PDO Result Indicators		Baseline	End Target
1	Number of poor and vulnerable community members informed about basic legal rights and enforcement mechanisms related to natural resources and livelihoods (of which 60% are women and 85% ethnic groups) in selected target areas	0	30,000 people
2	Increased knowledge of the poor and vulnerable community members (of which 60% are women and 85% ethnic groups) participating in awareness raising activities on natural resources and livelihood rights	10,500	20,100
3	Increased knowledge of village facilitators (of which 60% are women and 85% ethnic minorities) trained to deliver public awareness raising services	0	420 people
4	Number of villages with innovative public awareness raising methods adopted and applied	0	120 villages
5	Poor and vulnerable community members using counselling services on natural resources in selected target areas (of which 40% are women and 75% ethnic groups)	0	1500 people
6	Trained voluntary para-legal and other village focal points offering legal counselling services on natural resources and livelihood rights (of which 40% are women and 75% ethnic minorities) (<i>i.e. increased capacity</i>)	0	300 people

Short Summary

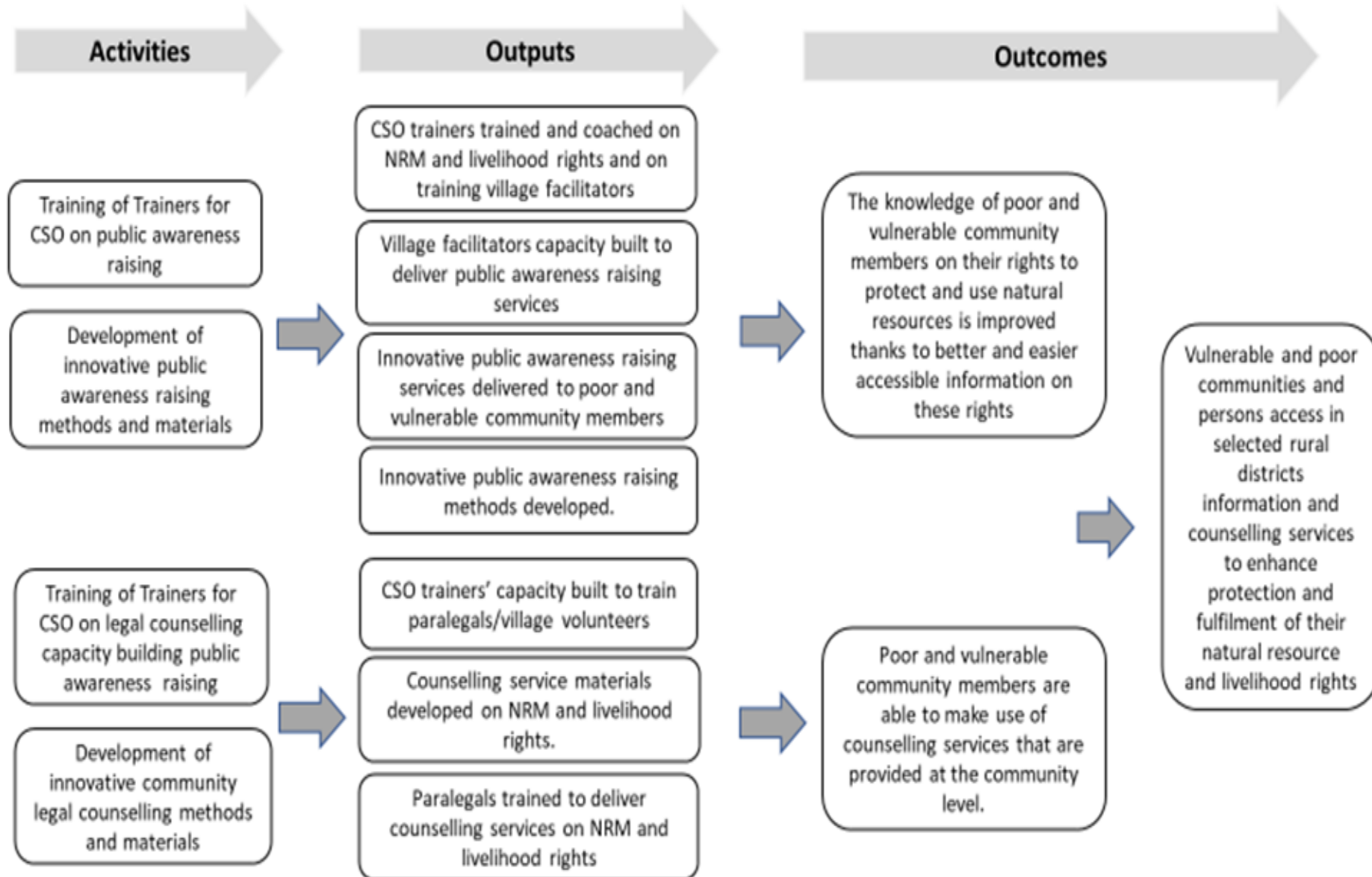
Capacity building of the civil society organisations members of LIWG allowing them to strengthen and engage village-based structures and facilitators as well as district-based outreach organisations (and in particular the LWU, LFND) and legal services in awareness raising and legal counselling activities (e.g. village volunteers, VMCs, etc.).

The awareness raising and information dissemination will lead to an **enhanced knowledge of communities and households and readiness to access services** and ultimately empower them to address land use and forest management issues.

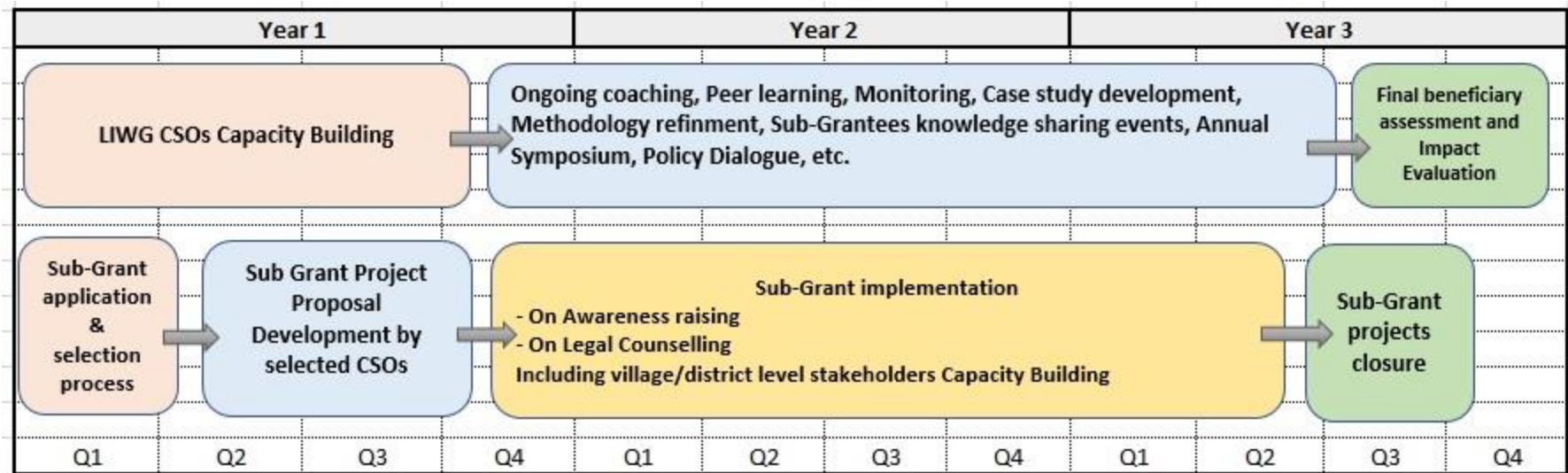
Knowledge sharing on and the dissemination of innovative training and communication methods, materials and products to

1. **Broaden the outreach of the wider LIWG Community of Practice**
2. **Inform the ongoing policy dialogue of the land sector**
3. Inform the implementation strategies of the **Enhancing Systematic Land Registration Project (ESLRP)**

Theory of Change



Overall Timeline



2. PIASVC Components




PIASVC Components

Two main Components each with two subcomponents

Capacity Building to deliver awareness raising and counselling services (Component 1)

- For interested LIWG CSOs members (limited space)



The Sub-Grants will be used to **cascade the CSO capacity building**, and the training of trainer inputs provided under the Component 1 to **implement in the project target areas the awareness raising and the capacity building for counselling service** at community level

Sub-Grant (Component 2)

- For LIWG CSOs members who participated in the Capacity Building activities under Component 1
- Limited group of CSOs

PIASVC Components

Capacity Building to LIWG CSOs to deliver awareness raising (AR) and counselling services (LC) (Component I)	
AR -Subcomponent 1.1	LC - Subcomponent 1.2
Deliver awareness raising and counselling service trainings for village-level facilitators and paralegal volunteers who will disseminate public information	Provide counselling services for the vulnerable and poorest rural communities, including women, persons with disabilities, ethnic minorities and communities located in remote geographical locations

How will capacity building be delivered?

- **ToTs** for about 15 CSOs under Sub-Component 1.1 and for about 10 CSOs in Sub-Component 1.2 (e.g. on the new Land and Forestry laws and natural resource and livelihood rights, on social inclusion, on legal counselling, etc.)
- **Follow up coaching** (only for sub-grantees and for limited number of days)

PIASVC Components

Sub-Grants (Component 2)	
AR -Subcomponent 2.1	LC - Subcomponent 2.2
Train village and community level facilitators to conduct public information dissemination activities directly engaging rural communities	Enhance the capacity of legal counselling service providers
Total available: 2,064,000 USD	Total available: 780,000 USD
<u>6 - 8</u> Sub-Grantees	<u>4 - 6</u> Sub-Grantees
Range \$160,000 - 340,000	Range \$80,000 - 200,000

3. PIASVC Sub-Grants



Sub-Grant Governance and Implementation set-up

Helvetas as Implementing Agency with the Project Management Unit (PMU)

- Project Manager, a Financial Management and a National Procurement Specialist
- Overall project and the Sub-Grants scheme management and implementation
- One PMU representative is part of the Sub-Grant Management Committee

LIWG Secretariat

- Part of the Sub-Grant Management Committee - no voting power
- In Partnership with Helvetas PMU, LIWG-S sets up the Sub-Grant management scheme, mobilize its members to submit proposals and participate in the capacity building and Sub-Grant implementation
- Provide an information, capacity building and knowledge sharing platform during Sub-Grant implementation (incl. case studies, etc.)

Sub-Grant Management Committee

- Define the Sub-Grant recipient selection criteria, review the submitted proposals and select the Sub-Grant recipients.
- Provide guidance and recommendations during Sub-Grant implementation

Scope of PIASVC Sub-Grants

Eligibility of CSOs

- Be a registered organization (NPA or INGO)
- Be an LIWG core-member for at least 6 months
- Demonstrated active participation within LIWG
- Readiness and commitment to participate in the CSO capacity building (Component I)
- Demonstrated experience in promotion of natural resources-related rights (under subcomponent 2.1) and/or legal sector (under subcomponent 2.2)
- Proven capacity to reach out to defined vulnerable target groups especially women and ethnic minorities
- Proven good relationship with authorities.
- Proven track record of successful project management (projects of similar size)
- Proven commitment to contribute to action-learning and knowledge-sharing within LIWG.
- Effective and functioning leadership, management and accountability systems



Scope of PIASVC Sub-Grants

Sub-Grant Allocation and Geographical scope

- About 6 to 8 sub-grants available under Subcomponent 2.1 (awareness raising)
- About 4 to 6 under Subcomponent 2.2 (legal counselling)

Sub-Grants will be allocated to cover about a dozen (geographic) cluster areas with about 2 districts per province and total of 120 villages reached as a common target.

Ideally, for each cluster area one Sub-Component 2.1 Sub-Grant and one Sub-Component 2.2 either by two different applicants or only one.

! The Cluster areas must meet the following criteria !

- LIWVG CSO members **already work** in the land and natural resource sector and will be able to easily and meaningfully expand their work.
- the poverty headcount is above the national average of 18.3%. (see in the National Growth and Poverty Eradication Strategy)
- They **may or may not** be overlapping with areas where the GoL will implement the ESLR project

Applicants are responsible for making sure the activities are covered by an MoU or by existing agreement.

Scope of PIASVC Sub-Grants

Final beneficiaries

The final beneficiaries of the project will be the poorest and socially and economically most vulnerable people of Lao PDR. This will include ethnic minorities (85% of the beneficiaries), women (60% of the beneficiaries), and people with disabilities.

Sub-Grant duration

Sub-Grant Projects will run approximately from **September 2022 to max April 2024**.

Applications for Sub-Grants can propose implementation periods for an average duration of about 18 months and **max. duration of 20 months**, although timeframes and delivery schedules will be defined during the development of full proposals and contracting.

The last month of the Sub-Grant Agreement shall be dedicated to final financial and narrative reporting only with no activities taking place.

Scope of PIASVC Sub-Grants

Focus of the Sub-Grants

Subgrantees will be invited to propose their approach to roll-out the awareness raising and capacity building for counselling services in their target areas but **will have to consider a range of activities pre-selected by the PIASVC**



Scope of PIASVC Sub-Grants

Sub-Component 2.1 - Public Information and Awareness Services

Objective	Promote the dissemination of public information and awareness raising on rights related to livelihood security, use of natural resources and access to justice among vulnerable and poor rural communities
Eligible activities	<ul style="list-style-type: none">• The tailoring of user-friendly awareness and information tools to the specific local contexts, target groups, dialects and languages• The training (and coaching) of village and district-based disseminators, focal points and facilitators to promote access to legal information.• The empowerment and awareness raising of women with focus on their basic rights (social, economic and political) for increased participation in natural resource management.• The continuous improvement of community-based public awareness raising activities through recurrent surveys and consultation sessions identifying information gaps and collecting grievances and feedbacks from disadvantaged communities.

Scope of PIASVC Sub-Grants

Sub-Component 2.1 - Public Information and Awareness Services

Overall project targets	<table border="1"> <tr> <td>PDO - Persons with increased knowledge and legal awareness on enforceable natural resource rights (of which 60% are women and 85% ethnic groups)</td><td>20,100</td></tr> <tr> <td>PDO - Trained village-based facilitators with increased knowledge to deliver public awareness raising services (60% Women and 85% Ethnic Minorities) (Measure of increased knowledge)</td><td>420</td></tr> <tr> <td>Villages with innovative dissemination and awareness raising methods adopted and applied</td><td>120</td></tr> <tr> <td>Village level facilitators trained in awareness raising (40% Women and 75% Ethnic Minorities) (number)</td><td>600</td></tr> <tr> <td>Awareness raising activities and campaigns conducted in selected target areas (# of vdo screening, play, campaigns, games, etc.)</td><td>1440</td></tr> <tr> <td>Innovative awareness raising methodologies developed and adapted to the specific contexts of the selected target areas (never applied or applied significantly differently)</td><td>6</td></tr> </table>	PDO - Persons with increased knowledge and legal awareness on enforceable natural resource rights (of which 60% are women and 85% ethnic groups)	20,100	PDO - Trained village-based facilitators with increased knowledge to deliver public awareness raising services (60% Women and 85% Ethnic Minorities) (Measure of increased knowledge)	420	Villages with innovative dissemination and awareness raising methods adopted and applied	120	Village level facilitators trained in awareness raising (40% Women and 75% Ethnic Minorities) (number)	600	Awareness raising activities and campaigns conducted in selected target areas (# of vdo screening, play, campaigns, games, etc.)	1440	Innovative awareness raising methodologies developed and adapted to the specific contexts of the selected target areas (never applied or applied significantly differently)	6
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Minimum Grantees level targets	<p>Exact targets to be defined once short listing finalized and based on proposals Additional indicators will be added</p> <ul style="list-style-type: none"> - About 50 village level community facilitators, mass-organization staff and local government officials will be trained in 2 Districts and able to conduct in awareness raising activities on recently approved Forestry and Land Laws, natural resource and livelihood related rights and the availability of legal aid services. - About 2'500 poor and vulnerable community members in about 10 to 15 villages will be informed through awareness raising campaigns and knowledgeable about basic legal rights and enforcement mechanisms related to natural resources and livelihoods (of which 60% are women and 85% ethnic minorities). 												

Scope of PIASVC Sub-Grants

Sub-Component 2.2 - Enhancing Capacity to Deliver Counselling Services

Objective	Strengthen legal counselling services and village based focal points for paralegal assistance in the communities
Eligible activities	<ul style="list-style-type: none">• The training (and coaching) of volunteer paralegal volunteers and VMC members at the community level, as well as lawyers at existing LACs with thematic focus on basic legal knowledge on natural resources rights, livelihood security and related issues.• Outreach activities, including community consultations, informing villagers on topics related to grassroots justice in the village and policies related to natural resources.• The enhancement of digital skills of legal counselling service providers to better utilize online tools and resources for reporting and delivery of services.• The strengthening legal clinics for legal awareness, counselling and representation supported by peer learning involving village-based paralegal advisors/VMC/authorities and officials of the district legal clinics.

Scope of PIASVC Sub-Grants

Sub-Component 2.2 - Enhancing Capacity to Deliver Counselling Services

Overall project targets	<table border="1"> <tr> <td data-bbox="299 299 1564 392">PDO - Poor and vulnerable community members using counselling services on natural resources in selected target areas (40% Women and 75% Ethnic Minorities)</td><td data-bbox="1564 299 1787 392">1500</td></tr> <tr> <td data-bbox="299 392 1564 564">PDO - Trained para-legal volunteers and other village focal persons offering legal counselling services on natural resources rights (40% Women and 75% Ethnic Minorities) (In the sense of increased capacity)</td><td data-bbox="1564 392 1787 564">300</td></tr> <tr> <td data-bbox="299 564 1564 685">Village based legal counsellors trained on delivering counselling services on natural rights and legal procedures (40% Women and 75% Ethnic Minorities) (number)</td><td data-bbox="1564 564 1787 685">500</td></tr> <tr> <td data-bbox="299 685 1564 806">Legal counselling contents and methods on natural resources rights developed and adapted to the specific contexts of selected target areas</td><td data-bbox="1564 685 1787 806">10</td></tr> </table>	PDO - Poor and vulnerable community members using counselling services on natural resources in selected target areas (40% Women and 75% Ethnic Minorities)	1500	PDO - Trained para-legal volunteers and other village focal persons offering legal counselling services on natural resources rights (40% Women and 75% Ethnic Minorities) (In the sense of increased capacity)	300	Village based legal counsellors trained on delivering counselling services on natural rights and legal procedures (40% Women and 75% Ethnic Minorities) (number)	500	Legal counselling contents and methods on natural resources rights developed and adapted to the specific contexts of selected target areas	10
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Minimum Grantees level targets	<p style="color: red; text-align: center;">Exact targets to be defined once short listing finalized and based on proposals Additional indicators will be added</p> <p>- 50 village level counsellors (e.g. VMC members, voluntary paralegals) will be trained and coached to be able to provide legal counselling services that pertain to natural resources and livelihood rights.</p>								

Scope of PIASVC Sub-Grants

Sub - Grant Scheme Amounts

Sub-Component 2.1: Between **USD 160'000 - 340'000** for each of the expected 6-8 lots under

Sub-Component 2.2: Between **USD 80'000 – 200'000** for each of the 4-6 expected lots under.

Partnerships between organizations are possible and encouraged to *facilitate the implementation of both 2.1 and 2.2 subcomponents in the same target area* through availability of additional budget of about **30,000 USD**

! The size of the Sub-Grants may vary depending on the number of Sub-Grants that will be allocated.

The proposed Sub-Grant amounts will be revised and agreed upon during the finalisation of the action plans and Sub-Grant agreements

General Principle of Funding

Sub-project Expenditures - Eligibility of costs and expenditures

Sub-Component 2.1 Cost Categories	Type of Eligible Costs	Approx. %
Tailoring of training programmes/packages	Workshop costs (DSA, transport, venue, materials), translation and printing costs	About 4 %
IEC products and tools	Production costs	About 5%
Training of community-based facilitators	Workshop costs (DSA, transport, venue, materials),	About 16%
Coaching of community-based facilitators	DSA, transport	About 8%
Implementation of awareness campaigns (e.g. community information sessions, community theatre, radio programmes, video shows, peer to peer exchange)	Costs directly related to (village level) awareness raising activities	About 41 %
Sub Grant Management and Administrative costs	Office rent, utilities, etc.	10%
Human Resources	Any staff assigned to the project	15%
Sub-Component 2.2 Cost Categories	Type of Eligible Costs	Approx. %
Tailoring of training programmes/packages	Workshop costs (DSA, transport, venue, materials), translation and printing costs	About 4%
IEC products and tools	Production costs	About 5%
Outreach activities, including community consultations and training of community-based facilitators	Workshop costs (DSA, transport, venue, materials),	About 41 %
Coaching of community-based facilitators	DSA, transport	About 15%
Peer learning and data collection	Workshop costs (DSA, transport, venue, materials),	About 8%
Sub Grant Management and Administrative costs	Office rent, utilities, etc.	10%
Human Resources	Any staff assigned to the project	15%

General Principle of Funding

Non – Eligible Costs: as listed in the SG Guidelines

Co-financing

Sub-Grants cannot be used to co-finance other programmes of the applicant organisation.

Replication ok but as a stand-alone project.

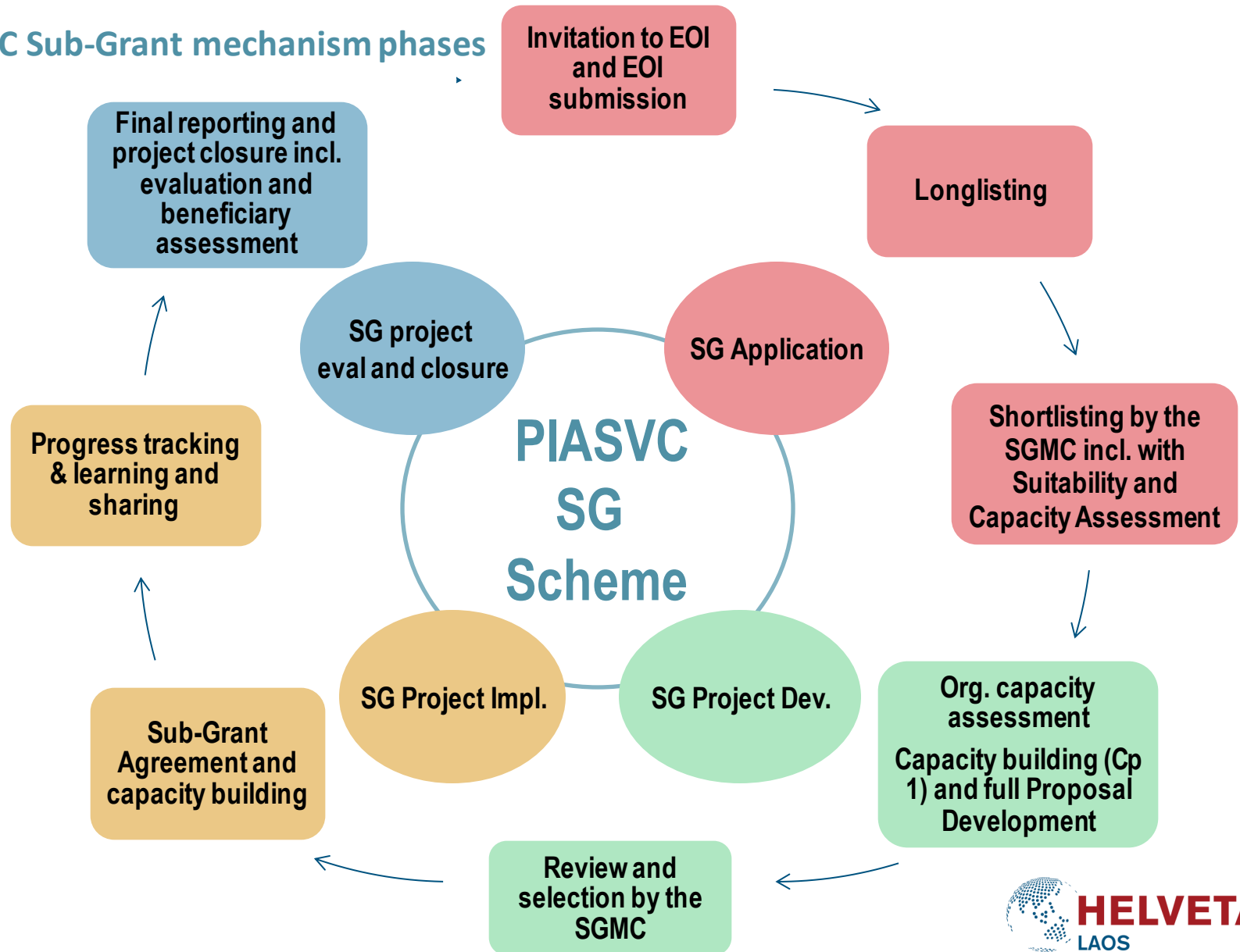
Partnerships / Co-applications

- Encouraged with additional budget (about 30,000 USD) **if** they facilitate the integration of Component 2.1 and Component 2.2 Sub-Grants in a specific geographic area
- Roles and responsibilities will need to be explained
- One lead to be identified for operational reasons

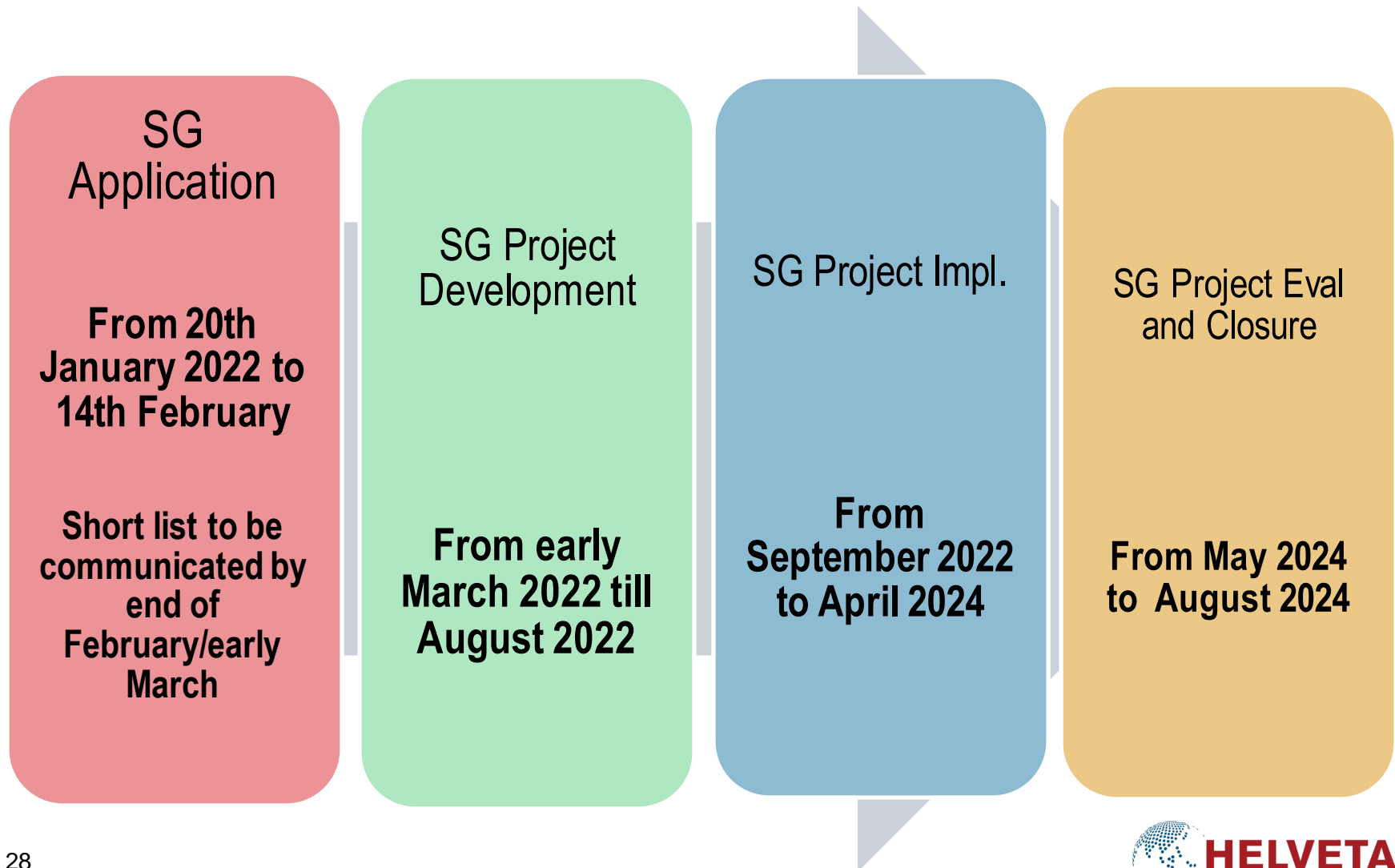


Application and Selection Process

PIASVC Sub-Grant mechanism phases



Overall Timeline



Implementation of the Sub-Grants

Signing of the contract

Partnership Agreement to be signed

Sub-Grants must be implemented

- according to Helvetas reporting, accounting, and compliance requirements,
- in line with specific Helvetas rules and procedures on financial and procurement management
- In line with the environmental and social safeguards management policy and other Helvetas policies and guidelines related to gender and diversity, corruption, fraud, etc.

Reference will also be made to the Labour Management Plan (LMP) and Stakeholder Engagement Plan (SEP) requirements, and measures reflected in the ESCP (Environmental and Social Commitment Plan).

The project descriptions, the work plans, the budgets and *Partner Code of Conduct* will form an essential part of the Agreement.

Project Management & Administration Training for Sub-grantees

To be organized by Helvetas PMU

Labour Management Plan (LMP) Stakeholder Engagement Plan (SEP) and the ESCP (Environmental and Social Commitment Plan)

Environmental and Social Commitment Plan

ESS1 Assessment and Management of Environmental and Social Risks and Impacts sets out the Borrower's responsibilities for assessing, managing and monitoring environmental and social risks and impacts associated with each stage of a project supported by the Bank through Investment Project Financing (IPF), in order to achieve environmental and social outcomes consistent with the Environmental and Social Standards (ESSs).

The ESCP sets out the plans for the implementation and the timing of the measures and actions proposed in the Stakeholder Engagement Plan (SEP) and Labor Management Procedures (LMP).

ESS2 Labor and Working Conditions recognizes the importance of employment creation and income generation in the pursuit of poverty reduction and inclusive economic growth. Borrowers can promote sound worker-management relationships and enhance the development benefits of a project by treating workers in the project fairly and providing safe and healthy working conditions.

ESS10: Stakeholder Engagement and Information Disclosure recognizes the importance of open and transparent engagement between the Borrower and project stakeholders as an essential element of good international practice. Effective stakeholder engagement can improve the environmental and social sustainability of projects, enhance project acceptance, and make a significant contribution to successful project design and implementation.

Labour Management Plan (LMP) Stakeholder Engagement Plan (SEP) and the ESCP (Environmental and Social Commitment Plan)

For the grantees what does it mean? Some examples...

- ESCP – Grantees must inform PMU immediately of any accident happening in relation to the project
- SEP- Communication with local communities in local dialects
- SEP- Consultation to be organized with communities/ participation of some key village level actors e.g. village chief/ public hearing session about the project, etc.
- LMP – SG to make sure workers are employed in accordance with the LMP and OHS standard + respect Helvetas code of conduct and other relevant policies (e.g. sexual harassment, child protection, corruption and fraud, etc.)

Disbursement of Sub-Grants

Disbursement

Funds will be made available to the Subgrantees through (quarterly) pre-financing installments.

The basis for advance payments and fund disbursement are annual action plans, including annual work plans.

Advances

After approval of their first annual action plans and budgets, the Subgrantees will submit a first advance request for 6-months. Subsequent advance requests will cover 3 months periods.

Funds remaining from previous installments will always be deducted from the next pre-financing installment by Helvetas.

Bank account

Subgrantees will open a separate bank account in the name of the project or a separate cost unit in its own accounts in order to receive funds from Helvetas.

Subgrantees will be expected to maintain all books of accounts according to standard accounting practices.

The following books are mandatory in order to maintain for day-to-day accounting: cash book, bank book, general ledger, advance register, fixed assets register, inventory register. Books of accounts will have to be maintained by the Subgrantees on cash basis. However, at the end of the year or at the end of the Sub-Grant period accruals shall be taken into consideration.

Financial reporting and management

Financial reporting

For settling the advances, financial reports, including receipt and payment statements, income and expenditure statements, balance sheets, budget and expenses comparison statements as well as bank reconciliation statements will be submitted to Helvetas within 30 days from the closure of the quarter.

Financial Reporting Formats will be provided, including time registration sheets.

Helvetas will then issue a next advance to Subgrantees based on the quarterly (updated) workplan and fund request for the following quarter.

Financial Management

Helvetas will forward funds if they are contractually agreed as per the Sub-Grant Agreements.

Standards and procedures defined in the country specific financial, administrative and human resources policies and manuals of Helvetas Laos, incl. procedures for budgetary control, accounting, financial reporting, internal controls, procurements, compliance and governance and audits, will apply to the management of the Sub-Grants as described in the guidelines.

Reporting and progress tracking

All Sub-Grant Projects will be designed with a clear logical framework of measurable indicators to track changes and achievements (bi-annual updates will be required) as per the overall project Results Measurement System. + see *under monitoring*

The interim narrative reporting will provide accurate and transparent accounting of the Sub-Grant project progress with reflection on meeting or not meeting targets and objectives.

The frequency of the progress reporting will be determined in the Sub-Grant Agreements.

Upon finalization of the Sub-Grant projects, the recipient Subgrantees will participate in and contribute to the final evaluation of the PIASVC Project and prepare their final narrative and financial reports within 1 month upon completing of the Sub-Grant project.



Audit

- Commissioned by Helvetas to audit the Sub-Grant Projects.
- Examine whether the measures have been implemented and administered properly and correctly in accordance with the relevant terms of the Sub-Grant Agreements and the use of the Sub-Grant funds.
- Main findings to be communicated and grantees need to provide complementary evidence and explanations if required.
- Keep all documents for 10 years



Monitoring, Evaluation and Learning

Sub-Grant Monitoring and Evaluation

Project monitoring and result measurement system will be in place with a data collection plan to be jointly developed to define a data collection method for the development objective indicators and each outcome and output indicator.

Sub-grantees will be (partially) responsible for output data collection and primary data collection on beneficiaries (incl. recurring surveys).

Capacity building support to be provided to Sub-grantees to collect reliable and accurate data to track the progress of the project and will assign external specialists to conduct regular monitoring visits.

Project and sub-grants Evaluation

Milestones

- **Mid-Term Review** to assess intermediate/output indicators through quantitative and qualitative data (e.g. case studies)
- Final Project Operational Report which will include the findings of the **Impact Evaluation and end-line/beneficiary surveys**
- **Field visits and spot-checks** by Helvetas and the LIWG Secretariat will be conducted to allow the Subgrantees to report in-person and respond to technical inquiries about progress, challenges, and application of capacity development.

Project Steering and Knowledge sharing and learning

Project Steering

Through the annual IMC with MonRE, SDC and the WB and other interested stakeholders

Knowledge Management

Several rendez-vous among sub-grantees and with external stakeholders:

- Grantees Knowledge sharing workshops and Communities of Practice (CoP)
- Other relevant events, especially those directed at the larger LIWG membership and beyond (e.g. Annual Symposium)

A knowledge management and dissemination strategy will be designed with the CoP members.

The outcomes and findings of the project activities will be enriched through complementary studies and disseminated through workshops, reports, knowledge sharing events and through various forms of media..

Grievance Redress Mechanisms for Communities and Project Stakeholders

Objective:

Grievance Redress Mechanism (GRM), **to receive and facilitate resolution of concerns and grievances of project-affected people**, and take all measures necessary and appropriate to resolve them in a timely and effective manner

Grievances of the public will be captured, channeled, and addressed in two ways:

- Through any means to assigned focal points of sub-grantee organizations and the Project Management Unit of Helvetas.
- Where possible public hearings will be conducted at the community level to provide space for all affected, but particularly vulnerable households to express their views and concerns in relation to the project during the planning, implementation and monitoring of the community-based interventions.

Templates to use to Express interest

- Concept Note
- Organisational Capacity and Suitability assessment
- Commitment to learning and sharing

Check list for Expression of Interest submission

- The organizational capacity and suitability assessment, including proof of registration, etc.(with supportive documents) completed and signed
- The Declaration of Commitment to learning and sharing signed
- The Concept Note (using the template provided) including budget estimate - completed and signed

To be submitted electronically at Jeanne.Battello@helvetas.org by the

14th of February 2022

Next steps

On the SG Side:

- ❖ Submission by LIWG Members of their Expression of Interest
- ❖ Longlisting and Shortlising by the SGMC

On the Capacity development side:

- ❖ Inventory
- ❖ Consultation meetings
- ❖ ToTs

Questions?

A person stands on a reddish-brown hilltop, looking out over a vast, layered mountain range. The mountains are covered in green vegetation and recede into the distance under a sky filled with large, white, fluffy clouds. The lighting suggests late afternoon or early morning.

**THANK
YOU!**

Credit @Helvetas

