

**Government Of Khyber Pakhtunkhwa**

**Revised Mechanism/Procedure**

**for**

**No Objection Certificate (NOC) & MOU**

**For**

**Implementation Of Relief, Recovery And Reconstruction / Rehabilitation**

**Projects/Programs**

**in Khyber Pakhtunkhwa**  **2018**

 Provincial Disaster Management Authority (PDMA)

 Reconstruction, Rehabilitation and Settlement Authority (PaRRSA)

 Peshawar, Khyber Pakhtunkhwa, Civil Secretariat, Peshawar

 Phone: (091) 9213959, 9213250, Fax: (091) 9214025

 [www.pdma.gov.pk](http://www.pdma.gov.pk)

**Khyber Pakhtunkhwa Reconstruction Program (KPRP)**

**Rev**

**PROCEDURE FOR obtaining NOC from PDMA for**

**Travel of national/international staff**

**And project implementation in Khyber Pakhtunkhwa 5th Quarterly Progress Report**

**April 2012 – June 2012**

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**Section-1**

**Overview of PDMA-PaRRSA**

1.1 **Introduction to PDMA**

Provincial Disaster Management Authority (PDMA) was initially established on 10 March 2007 with Home Secretary as its Director General. However, PDMA was re-notified vide notification # SOR-III(E&AD)4-5/08-Home Dept. dated 27 October 2008 under the legal authority of Section 15 of the NDMO[[1]](#footnote-1), 2006. PDMA’s mission would entail an effective and efficient management and preparedness of disasters. The stated mission of PDMA is to minimize disaster risks through formulation of comprehensive Disaster Risk Management (DRM) strategies and their effective and efficient implementation. PDMA is presently working as an authority of provincial Relief, Rehabilitation and Settlement Department (RRSD). RRSD is notified as the primary government unit to execute disaster management operations. RRSD is responsible for the provision of relief goods and supervising relief measures. It also supervises and monitors emergency flood warning centre. Registration of claims of displaced persons and settlement of claims also takes place through RRSD.

1.2 **Introduction to PaRRSA**

In the aftermath of military operation carried out in Malakand Division and the subsequent fall out of the mass internal migration of the 2.5 million affected people, a comprehensive and robust recovery, reconstruction and rehabilitation program was conceived by the Government of Khyber Pakhtunkhwa. For this purpose, the Provincial Reconstruction, Rehabilitation and Settlement Authority (PaRRSA) has been established under the PDMA as a separate body and as an administrative arrangement through an executive order Notification No.SO(E-1)/E&AD/ PaRRSA/2009 dated: 27/6/09.

The mandate of the PaRRSA is to look after the whole re-construction, rehabilitation and settlement of the affectees of the crisis in Malakand Division and selected projects in other districts of Khyber Pakhtunkhwa. The organization is meant to provide the requisite speed, ease, facilitation, coordination, supervision, and linkages with all stakeholders involved and helping the provincial Government in its endeavor to rehabilitate the affected areas in a transparent manner.

**1.3 Damage Needs Assessment and PCNA estimates**

In late 2009, the Khyber Pakhtunkhwa Government in collaboration with the World Bank (WB) and Asian Development Bank (ADB) prepared a detailed damage need assessment (DNA) report showing damages caused by conflicts/militancy in Khyber Pakhtunkhwa/FATA, covering sectoral assessment and recommendations for development interventions. As per DNA report an amount of USD 1.1 billion was estimated for restoration of damages caused to public and private properties/ infrastructure in Malakand, while post crisis needs assessment report (PCNA) released by Khyber Pakhtunkhwa Government reported USD 2.7 billion for reconstruction and rehabilitation projects in Malakand.

Meanwhile, the monsoon rains began in July 2010 following flash floods in the Khyber Pakhtunkhwa, Sindh, lower Punjab & Baluchistan regions of Pakistan. According to PDMA-Khyber Pakhtunkhwa estimates, structural damages caused by flood are estimated to exceed USD 4 billion, while total economic impact to be as much as 43 billion USD. According to the estimates, 10 districts were severely affected by floods, another 9 moderately affected while 5 districts were least affected by the floods in Khyber Pakhtunkhwa.

The Government of Pakistan/Khyber Pakhtunkhwa has been negotiating with various donors, INGOs and their implementing partners for reconstruction and restoration of damages caused to the public and private properties/infrastructure in Malakand Division.

**1.4 Purpose of the Document**

The purpose of this document is to illustrate the mechanism of PDMA-PaRRSA for issuing of No Objection Certificate (NOC) and signing of MOU with National and International non-government organizations for the implementation of projects/programs related to Relief, Recovery, Reconstruction and Rehabilitation in Khyber Pakhtunkhwa.

**NOC & signing of MOU**

**for relief, recovery, reconstruction/rehabilitation projects/programs**

The procedure and templates for obtaining No Objection Certificate (NOC) from Government of Khyber Pakhtunkhwa for implementation of projects or extension in existing NOC timeframe are illustrated to ensure better comprehension of the procedures and to facilitate the applicant organizations for swift processing of their cases.

**Procedure for obtaining NOC for implementation of Projects:**

The NOC from PDMA, Khyber Pakhtunkhwa is a pre-requisite for implementation of Relief, Recovery and Rehabilitation/Reconstruction projects by the INGOs/NGOs and their implementing partners in Khyber Pakhtunkhwa. The NOC is initially issued for a period of six months, extendable from three to six months. Upon receiving request for extension from the implementing agency or the organization to which NOC is issued. The documentation required along with application for issuance of NOC and the steps involved in process of NOC issuance are explained below:

i. The request/application for issuance of NOC along with the following supporting documents[[2]](#footnote-2)for implementation of projects will be submitted to PDMA Khyber Pakhtunkhwa (in hard form). Incomplete or conditional applications shall not be entertained.

* 1. **Covering letter from the applicant Organization to DG PDMA-PaRRSA requesting issuance of NOC for projects**
* Profile of the organization.
* Copy of the registration proof
* CNIC Copy of the signatory (passport copy in case of foreigners)
* Documentary proof /evidence of the of source of funding (agreement with donor if applicable)
	1. Project proposal on the PDMA-PaRRSA prescribed form
	2. Log frame and work plan for the project on the PDMA-PaRRSA prescribed forms
	3. Application will be ‘vetted’ by the concerned clusters/Early Recovery Working Group or Thematic group, as the case may be.
	4. **Detail Budget estimate (Program + HR + Operational)**
	5. Any other supporting Document (if required)
		1. The national/international staff can travel to the project districts/sites in Khyber Pakhtunkhwa with prior permission from the Home and Tribal Affairs (H&TA) Department, Khyber Pakhtunkhwa. The organizations are required to send their request/application for this purpose directly to the H&TA Department.
		2. The application for issuance of the NOC will be forwarded simultaneously to the following organizations/offices for review of the project proposal and security clearance, which may take indicative timings as mentioned below against each:

|  |  |
| --- | --- |
| **Technical Review**  | **15 days**  |

|  |  |  |
| --- | --- | --- |
| **Nature of cases**  | **Approving authority/Office** | **Time Line** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to TDPs in TDPs hosted areas (Restricted and Non-Restricted areas)** | **TDPs Secretariat, Peshawar** | **15-30 days** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to projects other than TDP projects in Restricted areas having valid Mou/Acknowledgement of EAD/MoI , Islamabad** | **General Head Quarters, Rawalpindi** | **15-30 days** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to projects other than TDP projects in Non-Restricted areas having valid Mou/Acknowledgement of EAD/MoI , Islamabad** | **PDMA, Khyber Pakhtunkhwa** | **14 days** |

* + 1. Upon receiving satisfactory feedback from the above mentioned organizations, PDMA-PaRRSA will issue work NOC to the applicant organization within a week time.
		2. As the process may take up to 30 days, it is advisable for the applicant organizations to keep a sufficient lead-time for processing of NOC.

**Time Extension in NOC for Implementation of Ongoing Projects:**

The following procedure will be followed for obtaining time extension in NOC for implementation of ongoing project(s)/program(s).

* + 1. The time period for implementation of relief, recovery and reconstruction/rehabilitation projects by the INGOs/NGOs and their implementing partner(s) in the Khyber Pakhtunkhwa province is up to six months.
		2. **Further extension upto the entire project period shall be considered upon request of the organization. However upon receiving request for time extension beyond original implementation period along with justification for delay or reasons for time extension from implementing agency/organization to which NOC has been issued, PDMA-PaRRSA may consider three to six months’ time extension subject to the date of validity of security clearance/MoU with concerned department/Donor Agreement. The extension shall be issued from date of expiry of original time period for completion of the project(s)/program(s) to the implementing agency.**
		3. The request for time extension in NOC consisting of the following documents shall be submitted by the organization concerned at-least one month prior to the expiry date of NOC.
1. Covering Letter (Elucidating valid reason(s) for extension)
2. Progress Report showing achievements against the planned targets/outputs on PDMA prescribed form.
3. A copy of the fresh work plan.
4. Any other supporting document (if required)
	* 1. The rest of the process includes the same steps as explained above.

**Focal Persons at PDMA**

Any correspondence or clarifications may be sought from the concerned officials at Sr. No.(b) and (c) below with a copy to Director Relief Operation & Coordination.

* + - 1. **Director Relief Operation & Coordination PDMA**

PDMA-PaRRSA Office, Civil Secretariat, Peshawar.

Email: director.operations@pdma.gov.pk,

Phone No. 091-9211805, Fax No. 091-9214025

* + - 1. **Deputy Director O&C,**

Deputy Director Operation & Coordination

PDMA-PaRRSA Office, Civil Secretariat, Peshawar.

Phone No. 091-9213250, 091-9214095

* + - 1. **Assistant Director O&C,**

Assistant Director Operation & Coordination

PDMA-PaRRSA Office, Civil Secretariat, Peshawar.

Phone No. 091-9211854, 091-9213867 (ext 140)

**Procedure for signing of Memorandum of Understanding (MOU) for Implementation of Long term projects/programs**

1. The organizations (NGOs/INGOs) intending to undertake integrated relief/reconstruction/rehabilitation programs/projects with planned completion period of more than twelve (12) months, may enter into the Memorandum of Understanding (MOU) with PDMA-PaRRSA. Unlike NOC, the MOU serves to uphold the partnership with the PDMA-PaRRSA for a longer period (more than 12 months). The request for signing of MOU with PDMA-PaRRSA should be accompanied with the following documents. Incomplete or conditional applications for signing of MOU shall not be entertained by PDMA-PaRRSA.
	1. Covering letter requesting for signing of MOU with PDMA-PaRRSA for implementation of projects in Khyber Pakhtunkhwa province.
	2. MOU template duly filled in
	3. For INGOs MoU with MOI, Islamabad and for NGOs MoU with EAD, Islamabad
	4. Project Document/Proposal along with project work plan and log frame on PDMA-PaRRSA prescribed templates should be provided.
	5. Application will be ‘Vetted’ by the concerned Early Recovery Working Group or Thematic group, as the case may be.
	6. Detail budget estimate
	7. Any other supporting document (if required)
2. The request for signing of MOU with PDMA-PaRRSA will be forwarded simultaneously to the following organizations/offices, which may take indicative time as mentioned below against each:

|  |  |
| --- | --- |
| **Technical Review** | **15 days** |

|  |  |  |
| --- | --- | --- |
| **Nature of cases**  | **Approving authority/Office** | **Time Line** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to TDPs in TDPs hosted areas (Restricted and Non-Restricted areas)** | **TDPs Secretariat, Peshawar** | **15-30 days** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to projects other than TDP projects in Restricted areas having valid Mou/Acknowledgement of EAD/MoI , Islamabad** | **General Head Quarters, Rawalpindi** | **15-30 days** |
| **The cases of NGOs/INGOs intending to carry out relief activities/assistance to projects other than TDP projects in Non-Restricted areas having valid Mou/Acknowledgement of EAD/MoI , Islamabad** | **PDMA, Khyber Pakhtunkhwa** | **14 days** |

1. Upon receiving feedback from the above mentioned organizations, PDMA-PaRRSA will enter into MOU with the concerned donor agency/NGO, requesting for implementation of the programs/projects within a week time.
2. As the process may take up to 30 days, it is advisable for the applicant organizations to keep a sufficient lead-time for the process while submitting their applications.

**Offices for correspondence regarding MOU for Projects**

All the correspondence and clarifications may be sought from the concerned officials at Sr. No. (b) and (c) with a copy to Director Relief Operation & Coordination PDMA. *(refer to section-2.1; focal persons at PDMA for issuance of NOC).*

Annexure

**Annexure-1**

|  |  |  |
| --- | --- | --- |
| GOKP | **PDMA-PaRRSA**Provincial Disaster Management Authority- Provincial Reconstruction, Rehabilitation & Settlement Authority, KPCivil Secretariat, Peshawar, Phone: (091) 9211805, Fax: 9214025[www.pdma.gov.pk](http://www.pdma.gov.pk) | pdma |

Project Document/Proposal[[3]](#footnote-3)

for Implementation of Relief, Early Recovery and Reconstruction/

Rehabilitation Projects/Programs in Khyber Pakhtunkhwa

|  |
| --- |
| **Section I – Organization Contact Information** |
| Name |  |
| Office Details | Mail address  | Phone No. | Fax No.  |
| Project Office: |   |   |   |
| Provincial Office: |   |   |   |
| National/Head Office (in Pak): |  |   |   |
| Key Staff Info: (implementing organization) | Provincial Level, if any. | National Level, if any. |
| Name of Person |   |   |
| Phone No.  |   |   |
| Cell No.  |   |   |
| Email address |    |   |
| Fax No.  |    |   |
| Key Staff Info: (Donor Organization) | Provincial Level, if any. | National Level, if any. |
| Name of Person |    |   |
| Phone No.  |    |   |
| Cell No.  |    |   |
| Email address |    |   |
| Fax No.  |    |   |
|

|  |
| --- |
| **Section II- (a): Details of Foreigners working in the NGO/INGO** |
| S No. | Name | Copy of Passport | Address of Home Country | Address in Pakistan |  |
| 1 |  |  |  |  |  |
| 2 |  |  |  |  |  |
| 3 |  |  |  |  |  |
| **Section II- (b): Details of Existing locals working in the NGO/INGO** |
| S No. | Name | Father Name | CNIC | Complete Address (Permanent & Temporary) | Contact No. |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Section II- (c): Details of Project undertaken by the NGO/INGO in the project area** |
| **S No.** | **Name of Project** | **Project Area** | **Cluster/Line Department** | **Donor Organization** |
| 1 |  |  |  |  |
| 2 |  |  |  |  |
| 3 |  |  |  |  |
| 4 |  |  |  |  |
| 5 |  |  |  |  |
| \* The list of local staff hired by the Organization after issuance of NOC will be shared with 11 Corps & Home & Tribal Affairs department through PDMA\* Separate sheet may be attached for additional staff names.  |

**Section II – Human Resource Details****Section III – Project Summary** |
| 1. Project Title: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|
| 2. Project relates to:  | *Please tick (*√) *relevant boxes, Multiple selection possible.*

|  |  |  |
| --- | --- | --- |
| Description  | Area | Nature of Project/Proposal |
| Relief | Recovery | Reconstruction  | Rehabilitation |
| * + - 1. Post Conflict
 |  |  |  |  |  |
| * + - 1. Post disaster
 |  |  |  |  |  |
| 3. Disaster Preparedness |  |

 |
| 3. Plan under which project falls (if applicable) | *Please tick (*√) *relevant boxes, Multiple selection possible.*

|  |  |
| --- | --- |
| 1. Pakistan Humanitarian Response Plan (PHRP)
 |  |
| 1. Non-Pakistan Humanitarian Response Plan (Non-PHRP)
 |  |
| 1. Flood Emergency Response Plan (FERP)
 |  |
| 1. Non-Flood Emergency Response Plan (Non-FERP)
 |  |
| 1. Any Other, please specify,\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
 |  |

 |
| 4. If under plan give project No.  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| 5. Cluster under which project falls  | *Please tick (*√) *relevant boxes, Multiple selection possible. Vetting from relevant cluster head will be required;*

|  |  |  |  |
| --- | --- | --- | --- |
| 1. Agriculture
 |  | 1. Camp Coordination
 |  |
| 1. Child Protection (Sub-cluster)
 |  | 1. Community Restoration
 |  |
| 1. Education
 |  | 1. Food Security
 |  |
| 1. Gender
 |  | 1. Health
 |  |
| 1. Nutrition
 |  | 1. Protection
 |  |
| 1. Rule of Law & Justice
 |  | 1. Skill Development
 |  |
| 1. Shelter & Non-Food Items

15. WASH |  | 14. DRR / CCA16. Any Other, specify\_\_\_\_\_\_\_\_ |  |

 |
| 8. Geographic Location & Beneficiaries**9.**  **10.** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *Province*  | *District*  | *Tehsil[[4]](#footnote-4)* | *Union Council* | *Village* |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

 |
| YN***Is/Are the district, sharing the International Border*** NY* ***Sharing border with Tribal Areas***

NY* ***Special Areas attached to Bannu & DI Khan districts***

Above 30 milesLess than 10 miles10 Miles to 30 miles***Distance of the Area of intervention from International*** ***Border*** |
| **11. Thematic Areas Under which the project falls** | **Legislation, Policy, Institutional Mandate & Institutional Development** **Hazard, Vulnerability and Risk Assessment****Public Awareness, Education and Training****Community Resilience through CBDRM** **Mainstreaming Disaster Risk Reduction into Development Planning****Early Warning System****Preparedness and Response Planning****Post Disaster Recovery Planning** |
| 12. Estimated number of direct beneficiaries: | Please fill in the total number of direct HH/beneficiaries. If project is covering more than one sector, please indicate separate beneficiaries in separate rows.  |
| **Sector Name** | **District** | **Households** | **Individuals** | **No. of Male** | **No. of Females** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| 13. Proposed timeframe for project: | *Please indicate the duration of the project: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ months approximately*

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *From* |  |  |  |  |  |  | *To* |  |  |  |  |  |  |

*Day, Month and Year Day, Month and Year* |
|
| 14. Summary of Estimated Project cost  | Please fill in the total cost in USDs. If project is covering more than one sector please indicate separate project costs for separate sectors. |
| Description of Budget Item | Amount in USD  | Equivalent amount (PKR in million) | %age to total | Remarks |
| Program cost |  |  |  |  |
| Operational cost |  |  |  |  |
| Total |  |  |  |  |
| 13. Amount of funds confirmed  | *USD \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Equivalent amount in PKR:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_* |

|  |
| --- |
| **Section IV – Project Details** |
| **Project Background[[5]](#footnote-5)**: **Project Rational[[6]](#footnote-6)**:**:****Implementation Strategy:****Project Goal[[7]](#footnote-7):** **Outcomes & Output[[8]](#footnote-8)****Coordination Mechanism[[9]](#footnote-9):** **Monitoring Strategy:** |
|  |
| **Checklist for Supporting documents*:*** The following documents are enclosed with the project proposal.

|  |  |  |
| --- | --- | --- |
| No. | Name of the Document.  | Documents attached  |
| 1. | Covering letter from the NGO to PDMA-PaRRSA | Yes: No  |
| 2. | Profile of the Organization | Yes: No  |
| 3. | Copy of the Registration proof (In case of INGO, MOU with MOI and for NGO MoU with EAD, Islamabad | Yes: No  |
| 4. | CNIC Copy of signatory (implementing organization)(in case of INGO passport copy with valid visa for expat staff)  | Yes: No  |
| 5. | Documentary proof /evidence of the of source of funding  | Yes: No  |
| 6. | Work Plan on PDMA prescribed format | Yes: No  |
| 7. | Logical Framework Analysis on PDMA prescribed format  | Yes: No  |
| 8. | Application vetted by the concerned clusters/Early Recovery Working Group or Thematic group, as the case may be.  | Yes: No  |
| 9. | Agreement between Donor and implementing Organization | Yes: No  |
| 10 | Detail Budget estimate (Program + HR + Operational | Yes: No  |

 |

**Annexure-2**

**Vetting of Project Document/Proposal**

For Relief, Early Recovery and Reconstruction/Rehabilitation Projects/Programs in Khyber Pakhtunkhwa

We certify that:

* The relevant cluster (or line department in case the cluster is inactive) has been coordinated with and vets the program/project.
* The technical components of the program/project are acceptable.
* The program/project meets a known need.
* The program/project is not duplicative.

Name of Cluster Lead /line department:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of person signing: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Designation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Signature with stamp:**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Name of organization) has read the Terms of Reference/ Guidelines TOR proposed for humanitarian work and declares to abide by it.

|  |  |
| --- | --- |
| Signature:  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Name: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Computerized NIC No.  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Designation: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Organization: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Date: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

***Note****: Signature at the bottom of each page is required from verifying official of organization. In case of change in verifying person, the organization will notify PDMA-PaRRSA.*

**Annexure-3**

**Memorandum of Understanding (MOU)**

For the Project

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

***Between***

***First Party***

***And***

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Second Party**

Provincial Disaster Management Authority-

Civil Secretariat Khyber Pakhtunkhwa

Peshawar, Pakistan

**Template for Memorandum of Understanding (MOU)**

This MOU is herby made as on \_\_\_\_/\_\_\_\_ /2012 at Peshawar-Pakistan and dully signed, verified, and agreed

# By and Between

***( Organization Name along with address and head/country director name)***

 (hereinafter referred as the first party)

**And**

Provincial Disaster Management Authority (PDMA) based in Peshawar through its **Director General \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,** Civil Secretariat Peshawar, Khyber Pakhtunkhwa (hereinafter referred to as the second party)

Prelude:-

1. And whereas the first party wishes to finance and implement reconstruction/rehabilitation projects/programs in (Sector Name) sector(s). It identifies to intervene in Khyber Pakhtunkhwa inter alia (Relevant sector \_\_\_\_\_\_\_\_\_\_\_) with a view that such programs and projects serve the citizens of Khyber Pakhtunkhwa who suffered from prevailing economic, health and security problems, . And the programs and projects are to be implemented and supervised on basis of partnership between both the parties.
2. And whereas the second party is a Government designated disaster management authority. The two parties hereby agree to articulate this MOU and it shall govern their relationship to achieve mutual aims. The above prelude is an integral part of this MOU and shall be read with it.
	* 1. **Nature of Partnership.**
	1. This MOU is a partnership and through it both the parties shall cooperate as much as possible to support the(**title of project.)**
	2. The first party shall secure the finances of the projects/programs within the mandate of the second party working in Khyber Pakhtunkhwa, with a view that these projects/programs are to be carried out according to mechanisms, conditions and terms agreed upon.
	3. This MOU also forms a legal frame for the first party's activities in the work domains of the second party and within the general framework of the licensed work of the second party in its capacity as a Government entity.
3. **Obligations of the first party**
	1. The first party shall secure all necessary finance for the project/program for agreed work assigned by the second party, with its discretion.
	2. The first party shall notify and involve the second party and shall coordinate with it for the implementation of the project/program.
	3. Implementation and management of the above mentioned project/program will be the responsibility of the first party. The first party shall provide **technical and financial support as** agreed between the two parties.
	4. The **construction/rehabilitation** scheme(s) shall be implemented/constructed/ rehabilitated on the design approved by the concerned government competent authority with a copy to the second party for information and record.
	5. The first party is required to update the second party about all construction processes and activities by providing construction schedule, regular progress report and tenders information.
	6. The first party is bound to provide a comprehensive quality assurance/M&E plan for reconstruction/rehabilitation/implementation of the project/program to the second party.
	7. The first party is responsible for furnishing details of the **Schemes to reconstructed/ rehabilitated** as per its requirement in order to make it functional.
	8. The name(s) and details of **\_schemes** for Construction/rehabilitation with location are; **Mention name of schemes or attached as Annex**
4. **Obligations of the second party**
	1. The second party shall cooperate in implementation of the project which include among other things:
	2. Facilitation for the access to the project area.
	3. Support from the **Concerned Provincial Department/local** authorities in terms of providing existing Land free of Conflicts / Disputes of the Land.
	4. Facilitation for security within Project execution area
	5. The second party through its forums builds good image of the first party and may highlight its role in helping the Pakistani People.
	6. The second party may acknowledge the contribution of first on every designated forum and have a right to monitor the progress and quality of the reconstruction/rehabilitation and implementation of activities of the project/program.
	7. After successful completion of the project/program, second Party will facilitate in handing over complete project of the first party with **concerned** Department. Both the parties will agree to inaugurate the completed **project/program** and will play due role thereafter.

**4. Amendment of Agreement Conditions**

Any condition or item in this agreement may be amended in writing and by mutual agreement by two parties conditional on such amendment be inevitable and helpful to expedite the implementation of project.

**5. Representation**

For the purposes of this agreement First party shall be represented inside Khyber Pakhtunkhwa by its representative, who will be nominated in bi-lateral correspondences between the two parties. Second party should coordinate and cooperate with the authorized representative to facilitate his work in supervising and technical, financial and administrative follow up according to details that are stated in agreements of every project. The second party will help the first party to obtain any data or reports from the Government Departments that are necessary for proper accomplishment of work.

**6. Disputes and Disagreement related to MOU**

Disagreements and dispute between the two parties regarding the implementation of MOU shall be amicably settled out of good faith and spirit of cooperation failing which the two parties should solicit the help of a third party arbitrator.

**7. Force Majeure**

Neither party shall be in breach of this agreement, if either party cannot undertake its obligations stated in this agreement due to factors beyond its reasonable control hereinafter Force Majeure. Each party is duty bound to discharge the other of liabilities towards competent authorities if need arises. This is to be documented in separate contracts to be signed with contractors for implementation. Force Majeure include among other things:

1. Natural Calamities including.
2. Insurgencies and military operation etc.

Essentially though Force Majeure do not exempt any party or affects its responsibility to pay any amount or reimburse any expenses due to other party on or before the date of occurrence of such act

**8. Branding and Marking (Insignia)**

The first party shall properly display the following wherever it displays its name and insignia:

“Implemented by (First party), financed by (donor name), in collaboration with PDMA”.

**9. Duration of MOU**

This MOU is valid for a period of one year from the date of signing and renewable automatically at the end of each term if both the parties desire to do so.

 **10. Effectiveness**

This MOU shall be commence and become effective on the date of signing.

In witness thereof this MOU was signed on the date above mentioned.

**First Party Second party**

**Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ PDMA-PaRRSA

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title: Director General

Date: Date

Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Witness Witness

**Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Annexure-4**

Logical Framework Analysis

**Project Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

| Narrative Summary  | Expected Results  | Performance Measurement  | Assumptions and Risks[[10]](#footnote-10) |
| --- | --- | --- | --- |
| **Goal - Objective[[11]](#footnote-11)** | **Impact** |  |  |
|  |  | Not Applicable  | Not Applicable |
| **Project Purpose** | **Outcomes[[12]](#footnote-12)** | Performance Indicator **[[13]](#footnote-13)** | Assumptions and Risks |
|   |   |  |  |
| **Resources** | **Outputs** | Performance Indicator | Assumptions and Risks |
|  |  |  |  |

|  |
| --- |
| **Annexure-5**Work plan for \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (name of project)(From:\_\_\_\_\_\_\_\_\_\_\_ To:\_\_\_\_\_\_\_\_\_\_\_\_)  |
| ID | Description of outcomes and outputs  | **Timeline in Months**  | Responsibility  | Means of Verification (MoV) |
| Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| 1 | Outcome  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.7 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.8 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.9 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.10 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Annexure-6****Progress Report**  |
| Project Title: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Impl. period: From: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Donors Agency: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | To: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Implementing partner(s):  | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Progress Status as of: | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Target Areas | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |  |
|  |  |  |  |  |  |  |  |  |
|  **Sr. No.**  | **Result/Indicators** |  **Unit of Measurement**  |  **Planned Target**  |  **Achieved (reporting period)**  |  **Achieved Cumulative\***  |  **%age achieved against cumm.**  | **Progress To date** | **Reasons for delay, if any.** |
|   |   |   |   |   |   |   |   |   |
| **Result 1:**  |  |  |  |  |  |  |  |
| 1.1 | **Performance Indicator**  |   |   |   |   |   |   |   |
| 1.2 | **Performance Indicator**  |   |   |   |   |   |   |   |
| **Result 2:**  |  |  |  |  |  |  |  |
| 2.1 | **Performance Indicator**  |   |   |   |   |   |   |   |
| 2.2 | **Performance Indicator**  |   |   |   |   |   |   |   |
| **Result 3:**  |  |  |  |  |  |  |  |
| 3.1 | **Performance Indicator**  |   |   |   |   |   |   |   |
| 3.2 | **Performance Indicator**  |   |   |   |   |   |   |   |
|  |  |  |  |  |  |  |  |  |

**Annexure-7**

**No Objection Certificate**

1. In pursuance of Expression of Interest (EOI) submitted by the Organization (s) mentioned in sub Para (A) , the Provincial Disaster Management Authority PDMA, is pleased to issue No Objection Certificate to your organization on following terms;
2. Name of organization applying for NOC \_\_

B. Project applied for: **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

1. Sector(S): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Donor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Area of intervention \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. NOC Sanctioned for the period \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_
5. The organization`s operation in the specified area shall be in accordance with the TORs specified.
6. The organization is allowed to work till the validity period issued by PDMA.
7. NOC is extendable subject to the satisfactory performance and three weeks prior request.
8. All the on-going and planned interventions/projects will be coordinated with concerned Provincial/Divisional/District Authorities (Commissioner, Deputy Commissioner, Head of concerned line department) and representatives of local bodies.
9. Monthly progress report and all other required documents shall be shared with PDMA in line with the reporting guidelines already provided by this Authority.
10. Facilitation of PDMA`s team to visit the project area for evaluation/monitoring at any time.
11. There will be no financial/legal implication on part of PDMA at any stage and at any level.
12. The NGO shall submit statement of its Accounts/Financial Report on quarterly basis and annual accounts duly audited by the close of its financial year.
13. This NOC does not mean to seek funds from donors.
14. No Geological, Seismic and other type of survey be allowed.
15. Use of wireless equipments, surveillance devices, intelligence gathering may be disallowed to NGOs/INGOs/Organizations/Staff of UN bodies.
16. Visiting staff/persons should not be allowed to visit restricted areas/installations.
17. No photography of sensitive and restricted areas be allowed.
18. Visit to areas situated up to 10 KMs distance near the International border, wherever applicable, is not allowed.
19. Visit to areas located in close proximity to Frontier Regions (FR) with the district concerned, if any, is NOT allowed.
20. NOC is issued subject to the direct implementation of project by the organization i.e, \_\_\_\_\_\_\_\_\_\_\_\_.

Date \_\_\_\_\_\_\_\_\_\_\_\_ \_\_

**Director**

 **(Relief, Operations & Coordination)**

**Director General**

 **PDMA/PaRRSA**

**Copy forwarded for information to:**

1. The Concerned Division Commissioner
2. The Concerned district Deputy Commissioner
3. Head Quarter 11 Corps, Peshawar
4. Mo Dte, GS Branch, GHQ Rawalpindi
5. PS to Secretary Home & TA Department, Khyber Pakhtunkhwa.
6. INGO Concerned

**Annexure-8**

**ToRs (Standing Operating Procedure) for Humanitarian Organizations**

**Working in Militancy/Conflict and Flood affected Areas of Khyber Pakhtunkhwa**

**Background:** The Rules for Operating in Affected Areas (ROAA) provide guidance to the humanitarian organizations to enhance their ability to access and assist the affected population and returnees within the areas of return or affected areas in coordination with relevant authorities and in accordance with the security protocols, local culture and traditions.

* 1. **General Operating Rules:**
1. All International NGOs, National NGOs, International Organizations and UN agencies shall obtain work NOCs and/or Project Approvals from PDMA-PaRRSA, prior to starting operations within the affected areas.
2. The NOC will specify the date of issue, validity period duly signed by the Director Relief, Operations, and Coordination, PDMA and countersigned by the Director General PDMA-PaRRSA. The NOC will authorize the organization to work in a particular area and sector as specified in the NOC. Project Document/Proposal will also be vetted by the concerned clusters/early recovery working groups, which are core coordination mechanism for humanitarian interventions.
3. For any new project / sub-project, the owner organization will apply for the work NOC, which will cover the working of all the implementing partners (IPs) involved in the execution of the project.
4. All the on-going and planned interventions/projects will be coordinated with concerned provincial/ divisional/district/agency authorities (Commissioner, Political Agent, District Coordination Officer, Head of concerned line department).
5. All the movements (of humanitarian workers and supplies) within, to and from the affected areas would be coordinated with law enforcement agencies through H&TA Department and in coordination with Headquarter eleven corps Pak Army.
6. The equipment, supplies and premises of the field offices of NGOs shall be used exclusively for the purpose connected to assist the affected communities.
7. It would be ensured to involve relevant authorities and local community in the implementation of projects.
8. It shall be ensured to recruit workers on the basis of suitability and qualification for the jobs and not on the basis of political or any other considerations, giving priority to people from the affected areas. Locals shall be hired where requisite skills are available locally in the areas like drivers, office boys etc and in all other cases where two candidates have all else equal, the local shall be given exclusive preference.
9. It shall be ensured to purchase all the material/equipment locally within the project area to the maximum possible extent to give boost to local economy.
10. All NGOs/Implementing partners shall submit their monthly and quarterly progress reports in line with the reporting guidelines provided in Annex-A. The organization shall also submit the completion report to the PDMA-PaRRSA at the completion of the project.
11. All NGOs/Implementing partners shall submit their work plans to relevant DCO offices.
	1. **Compliance with Travel, Local Culture and Traditions:**
12. **Female Staff working in rural areas**: It is advised when stationing female staff in rural areas they must be accompanied by another female staff. Care must be exercised to balance the policy of humanitarian organizations of equal opportunity and merit based selection with local sensitivities.
13. **Respect for Women**: The community in rural areas is sensitive to strangers interacting with their women. Stranger males approaching or talking to women can have serious repercussions. Discretion is advised when approaching local women; it must be done in consultation with males/heads of families, however female staff can interact with the local women without the presence of males. Similarly care needs to be exercised in office working; female staff be seated separately and a male and a female staff having one to one meeting behind closed doors be avoided as far as possible. Promiscuous relationship is not tolerated in the area and can draw violent reaction.
14. **Working Hours**: Late working hours for female staff particularly in the hours of darkness is unacceptable to local community and can invite sharp reaction.
15. **Separate seating arrangements:** Un-related males and females sitting together are viewed unfavorably. Separate seating arrangements for male and female staff should be made in; training workshops/seminars, official/other functions etc.
16. **Dress Code**: Women staff is advised to cover themselves fully by head scarf, full sleeves shirts and shalwar (trousers) up to ankles. Dress is worn loose with aversion to “revealing” and tight dress. Due discretion is advised for female workers while moving in the area. Men are advised to wear local dress and avoid shorts or dress which is inappropriate to local customs.
17. **Travel:** A female sitting on the front seat in a vehicle along with the driver is viewed with displeasure. Female staff should avoid sitting on the front seat as far as possible. They may occupy the front seat if more than one male colleague is accompanying as males and females sitting on the same seat are also cause of more serious concern to the locals.
18. For out of city/long travel, the female employees may be allowed to be accompanied by a Mahram i.e. a close relative like father or brother etc. at their personal expense and arrangements, if so requested by the staff concerned. The male guardians/family of the female staff must be informed in advance of such planned travels.
19. Workshops/Seminars requiring overnight stay of female staff outstations are a sore point and cause of violent reaction from the community. Entire humanitarian community should ensure that workshops/seminars are organized in safe areas and if the participation of female employees is unavoidable requirement ,they must be provided separate boarding and lodging and their families should consent to their participation in the event.
	1. **Compliance with Security Protocols**
20. **Security Coordination:** NGO/UN agencies are advised to maintain close liaison with District Police Officer (DPO), who will liaison with all heads of intelligence agencies and Pakistan Army deployed in the area.
21. **Security Focal person:** NGO’s/UN agencies are advised to appoint security focal person at the district level.
22. **Information Sharing:** Timely sharing of any valuable information including type of any threat received or suspicion should be immediately shared with DPO through the security focal person.
23. **Security Advisory:** Policeissue advisory from time to time to the security focal person. NGOs and UN agencies operating in the areas are requested to adhere to the police advisory and plan their movements accordingly.
24. **Security Plans:** All NGOs and UN agencies are requested to draft security plans for their offices in the district and share a copy with DPO.
25. **Securing Office Building:** All NGOs/UN agencies are advised secure their office building with security cameras, bomb blast protection securing the outer premises, re-strengthening gates and employing private security guards for the premises.
26. **Staff Information:** All NGOs and UN agencies are requested to provide information on staff stationed in the district in the attached form – ***Annex-1, Section II- (b)***
27. **Traveling Outside District:** Staff (national or international) who will be visiting the district for short assignments /assessments must also coordinate with H&TA Department and acquire prior approval before travelling. H&TA Department will require personnel and vehicle details. The H&TA and provincial government have the right to allow or not allow any of the request for travelling in to the affected districts.
28. **Travelling inside districts:** All NGO/UN agencies travelling within the district should coordinate with the DPO and local security mechanisms may be developed accordingly.
1. *National Disaster Management Ordinance* [↑](#footnote-ref-1)
2. ­ [↑](#footnote-ref-2)
3. *This will be used for submission of project document/proposal along with request for issuance/time extension in NOC.* [↑](#footnote-ref-3)
4. *Tehsil and Union Council names are compulsory and should be provided*. [↑](#footnote-ref-4)
5. *This portion should indicate the background of the project. Rationale and importance of the proposed project intervention. It should describe the current problem and its relationships with the target population and how it has been identified (field assessments, meetings with local authorities, surveys, etc).*  [↑](#footnote-ref-5)
6. *It should describe the current problem and its relationships with the target population and how it has been identified (field assessments, meetings with local authorities, surveys, etc).*  [↑](#footnote-ref-6)
7. *Indicate the specific objective/s of the proposed intervention* [↑](#footnote-ref-7)
8. *Provide a comprehensive description of the project components and the way they contribute to achievement of the project objectives. It should make explicit the way the proposed intervention addresses and solve identified problems. If the project is to be executed by any partner organization, please include the details about them.*

*8 Indicate government counterparts whom the organization has been coordinating with for this project; also mention the cluster/coordination meeting, this project was discussed with NGOs or UN Agencies.* [↑](#footnote-ref-8)
9. [↑](#footnote-ref-9)
10. *Assumptions are necessary conditions that must exist for the cause-effect relationships between output and outcomes results to behave as expected, while Risk Indicators will measure status of the assumptions identified.* [↑](#footnote-ref-10)
11. *The project objective which addresses the priority development needs of the identified beneficiaries and is achievable within the scope of project activities.* [↑](#footnote-ref-11)
12. *Medium-term developmental results benefiting an identified target population that are achievable within the timeframe of the project and are the logical consequence of achieving a specified combination of outputs*. [↑](#footnote-ref-12)
13. *Performance indicators will provide evidence that the project has made contribution to the achievement of the stated developmental impact*. [↑](#footnote-ref-13)