Non-Governmental Organizations Implementation

1. Selection is based on a capacity assessment and risk management approach that requires institutional capacity and the intensity of verification measures (e.g., supporting documentation) to be proportional to the scope of the envisaged engagement. Refer to POPP Engagement of NGOs in UNDP Programmes.

2. The project document must specify measures for the NGO to meet UNDP requirements for managing projects, including collaborative activities, risk mitigation, assurance mechanisms and management arrangements.

3. Government must be consulted and ultimately confirm the choice of the implementing partner. Under certain circumstances, government approval for NGO implementation may not be possible, particularly for regional or global projects.

4. To implement a UNDP project, an NGO must have legal status to operate in the programme country. For each project, UNDP signs a standard project cooperation agreement with the designated NGO; this serves as the basic legal agreement between the two (Refer: POPP Engagement of NGOs in UNDP Programmes and POPP Initiating a Project).

5. When an NGO is an implementing partner, management responsibility for the entire project lies with the NGO. This arrangement is particularly useful if one NGO can provide the bulk of projects inputs or can undertake project activities and achieve project results, and has the necessary administrative/accounting capacity to manage the project, and track and report expenses.

6. The advantage of this arrangement is that the NGO has full control over project operations, and can use its own supply channels for recruitment and procurement, provided that the process does not contravene the Financial Regulations and Rules of UNDP and is based on ‘best value for money’. NGOs offer the opportunity to enhance the dialogue between the government and civil society.

7. Support costs, following the standards set for other IPs, may be paid to the NGO as appropriate.

8. For national implementation, an NGO is selected through a competitive procurement process. Refer to the POPP Engagement of NGOs in UNDP Programmes. See POPP Defining a Project for more details on NGO implementation, format of standard Project Cooperation Agreement and evaluation of NGO capacities.

9. Important clauses of the standard are as follows:
   a. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority.
   b. The NGO shall provide UNDP and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.
   c. The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter.
   d. The NGO shall submit to the UNDP Resident Representative a certified annual financial statement on the status of funds advanced by UNDP.

10. Policies and procedures for NGO implementation assessments, cash transfers, audits, assurance and monitoring are in the Harmonized Approach to Cash Transfer (HACT). Refer to the POPP HACT chapter.
11. UNDP policy requires each programme activity to be audited "at least once in its lifetime." A newer requirement is that a project be audited once in its lifecycle in the year following cumulative expenses reaching or exceeding $300,000. This criterion does not apply in the first year of activities. The audit becomes due in the following year when the cumulative expenditure has reached or exceeded the threshold.