Terms of Reference of the New Call for Proposals 2019
1. Introduction
2. Objectives and areas of action
3. Requirements for eligibility
4. Contents of the proposals
5. Evaluation criteria
6. Method for submitting proposals
7. Selection process and resolution
8. Formalisation of the collaboration
9. Technical arrangement and reporting
10. Confidentiality, privacy and data protection
11. Doubts and queries

Annexes:
I. Work4Progress India
II. Work4Progress Peru
III. Work4Progress Mozambique
IV. Financing and subsidised expenses
V. Check list of the information that must be included in the bidding file
Introduction

In line with the 2030 Agenda and in particular with Sustainable Development Goal number 8 (Decent Work), the objective of the “la Caixa” Work4Progress programme is to encourage innovation and quality employment among vulnerable women and young people through the creation of innovation networks or platforms formed by civil society organisations, universities and public stakeholders.

Work4Progress is currently implementing three innovation platforms to create employment:

- Work4Progress India
- Work4Progress Mozambique
- Work4Progress Perú

Work4Progress makes the most advanced social innovation tools available to international cooperation programmes.

The main innovations of this programme are:

- new listening tools to identify problems and needs,
- new co-creation, prototyping and scaling methodologies,
- development and impact evaluation systems,
- new financing strategies,
- generation and systematisation of knowledge through publications, events and other dissemination activities (think tank).

The aim of this call for proposals is to complement the activities hitherto undertaken by the three Work4Progress platforms, in the areas of action detailed in the following section.
Objectives and areas of action

The purpose of the 2019 Work4Progress call for proposals is the selection of new partners who can help to strengthen the Work4Progress platforms in India, Mozambique and Peru in some of the following areas of action:

- **Acceleration of the prototypes** already designed by the programme to generate more employment. Particular value will be placed upon the experience and new approaches of applicant organisations in supporting emerging employability solutions in medium-and large-scale initiatives.

- **Strengthening local and regional entrepreneurship** and economic development strategies and capabilities, at different levels of government; and particularly with respect to initiatives for women and young people.

- **Strengthening collaborative work among sectors** (government, non-governmental organisations, academia and companies) for entrepreneurship and job creation.

- **Enhancing access to the market** for micro-enterprise and community groups, with emphasis on promoting the participation of the business sector present in geographies of action.

- **Improving access to micro-finance** for the beneficiary population, especially women and young people.

- **Encouraging applied research initiatives and technological innovation** to complement the activities implemented by Work4Progress.

Situation of Work4Progress Platforms and specific challenges:

2.1. **Work4Progress India Platform.**

In 2017, the Work4Progress Platform in India was the first to be set into operation. Its work has been focused in 40 villages in Bundelkhand and Eastern Uttar Pradesh regions (state of Uttar Pradesh). To date, members of the platform led by Development Alternatives have succeeded in activating 9 systemic prototypes to facilitate the establishment of micro-enterprises for the generation of employment, have developed 33 types of micro-enterprise prototypes, built a network of 27 active partners and created 4 regional and global coalitions (See annex I).

This platform’s greatest strengths are its experience in supporting small-scale entrepreneurship in rural communities and in the launch of new products and services (such as youth led self-employment information kiosks, women led eco-friendly transportation, affordable health care products for women, community owned safe water delivery plants, green enterprises in the agricultural sector, etc.).

**Specific challenges in India:** The Work4Progress platform in India is seeking a group of new organizations with which to strengthen the participation of private companies, microfinance institutions, universities and other agencies in the co-creation of new employment opportunities. It meanwhile wishes to enhance the participation of public institutions in the process.
2.2. Work4Progress Peru platform.

The Work4Progress Innovation Platform for the generation of employment in Peru is working in two areas with a strong indigenous presence: Cuzco and Amazonas. During the first phase of the programme, effort was focused on identifying opportunities for generating employment that directly meet the needs of the indigenous communities. To date, 17 prototypes for generating employment have been identified (See annex II).

**Specific challenges.** The Work4Progress platform in Peru is seeking a group of new institutions with which to strengthen the capabilities and strategies of local and regional stakeholders for entrepreneurship and economic development, as well as the participation of public administration, private companies, microfinance institutions, universities and other organisations in the co-creation of new employment opportunities and income generation. This should be promoted through prototypes of medium and large scale, as for example those related with technologic innovation, access to microfinance or productive infrastructures, among others.

Although the focus of Work4Progress is predominantly regional, organizations of a national scope can be incorporated to reinforce value chains and open international marketing channels.

2.3. Mozambique platform.

The Work4Progress Innovation Platform for the generation of employment in Mozambique focuses its efforts in the Cabo Delgado region. Participants can be divided into two large groups: the rural population (peasants, beekeepers, ...), most of them with no or very little formation; and young urban people with primary or secondary formation.

To date, the Work4Progress Mozambique platform have identified 14 prototypes for the generation of employment and increase of income of the population: promotion of the value chains of vegetables, grains and honey; the start-up of a new local market; the creation of a guarantee fund for micro-investments and the creation of an association of producers of local vegetables. A system of coaching of young people from urban neighbourhoods has also been created, with the objective of improving their formation and connecting them with the private sector for their labour inclusion (See annex III).

**Specific challenges.** The Work4Progress platform in Mozambique is seeking alliances with new organisations with which to strengthen its presence in Maputo and to incorporate companies, microfinance institutions and other national organisations with a view to opening up international marketing channels.
Requirements for eligibility

This call for proposals is open to any partnership or network of institutions that submit a project to reinforce the existing Work4Progress platforms in any of the specific areas and challenges described in section 2. This consortium of institutions must meet the following requirements:

- At least two of the following types of entities: **non-profit organisations, local authorities, enterprises and research or training centres**.
- **Working with local partners**, the experience of coordinated action in the territory and the capacity of coordination with the current components of the Work4Progress platform will be taken into account.
- **Having enough capacity and structure** to ensure that the objectives of the intended project can be achieved.
- Demonstrating **experience in jointly working on projects**.

The network of institutions must be represented by a lead or coordinating institution, preferably Spanish, that must be a non-profit organisation, must have been audited and have demonstrated capacity of co-ordinating multi-partner projects.

The institutional goals of the lead institution must include carrying out activities related to tackling poverty or creating jobs, and/or international cooperation for development. It should have demonstrated at least five years’ experience in carrying out these kinds of activities and some experience and knowledge of country where the proposal will be carried out.

Moreover, the following will be considered a great advantage:

- Holding quality certificates and/or third party validation of achievements.
- Membership in networks and platforms.
- The contribution of their own resources to the project.

When the agreement is signed, the institutions must:

- Be up to date in fulfilment of their obligations with CaixaBank, if applicable. For such purpose, the institution authorises CaixaBank and “la Caixa” Foundation to conduct the relevant verifications;
- Be up to date in fulfilment of their tax and labour obligations (certificates issued by the competent authorities in their countries of origin);
- Have sufficient capacity and structure to ensure the objectives of the scheme can be achieved.

**Limitations**

Each institution may only lead one sole consortium network that will take part in this call for proposals.
Contents of the proposals

The proposals submitted in this call must include the following:

4.1. Action plan

- A system of analysis and listening should be proposed (or it must be demonstrated that it has been done previously providing the corresponding documentation), related to the activities that are to be carried out and with the objective of effectively connecting these activities with the needs and potential of the current Work4Progress platforms.

- Methodologies or processes of co-creation to convert the detected needs and potential opportunities into specific ideas and actions. For such purpose, a list must be provided of the partners that will be involved in the co-creation processes: persons with problems finding employment, local and regional governments, companies, institutions, social institutions, training and research centres, etc., explaining what each of them will contribute and how the network of partners will be organised.

The strategy must be designed relying on “la Caixa” Foundation and the partners of the current Work4Progress platforms as active agents in the network.

- A proposal for accelerating the current prototypes and/or designing new prototypes related with strengthening local and regional capacities, collaboration among sectors, promotion of market access, participation of the business sector, access to microfinance, and/or promotion of applied research and technological innovation.

The proposals may contain some examples of specific initiatives the institutions intend to develop; however, it is not necessary to identify all the final actions. As pointed out above, it is of great importance that the initiatives address the needs identified in the analysis and listening process in order to increase their impact.

4.2. Proposal for a dashboard and indicators

The initiatives must be designed and managed with a clear focus on results. The institutions must therefore submit a proposal for a dashboard with qualitative and quantitative indicators ensuring progress is made in the proposed activities and the results achieved are monitored.

The Work4Progress program has a number of specific indicators that the institutions must bear in mind:

- The number of initiatives creating jobs generated and/or strengthened
- The number of jobs created and/or strengthened
- The average lifetime of the jobs created and/or strengthened
- The average income levels per person/family at the outset of the project
- The average income levels per person/family in relation to the jobs created and/or strengthened.
- The percentage increase in income per person/family
- The number of persons benefitting from the actions in the scheme
- The number of women
The number of young people
The proposals must also list any specific qualitative or quantitative indicators deemed necessary by the institutions to measure the progress of the action over time and the level the proposed results are achieved.

In this respect, developing specific qualitative and quantitative indicators to measure the level of innovation in designing the products, services and processes will be considered an advantage, as well as new indicators that provide information about the impact of the program on the quality of life of people from the communities where the actions will take place (education, health, etc.).

4.3. A proposal for evaluation, auditing and communication plan.

The evaluation, audit and communication are considered crucial factors for the implementation and success of the Work4Progress program. The proposals must include the following:

- A system of developmental evaluation, enabling changes to be made while the action is being implemented.
- A system for impact evaluation.
- A final audit.
- A communication plan.

These evaluations must be carried out by companies or people external to the network of institutions. Furthermore, to guarantee the correct implementation of these processes, Work4Progress has in each country an external figure to the network of institutions that coordinate the evaluation processes.

The proposals must also specify the strategy and budget for communicating and disseminating the results to ensure the program’s visibility, including the organization of dissemination and contrast events, participation in events organized by third parties and elaboration of dissemination materials (audiovisuals, trimestral newsletter, ...).

A maximum of 20% of the overall budget must be assigned to evaluation, audit and communication.

4.4. Involvement of the CooperantesCaixa corporate volunteer program

A proposal must be included for possible activities to be carried out by volunteers of the CooperantesCaixa program.

This is a technical support program providing the initiatives and the institutions with expert staff from “la Caixa” to carry out specific activities within their fields of expertise.

The final selection of the volunteers and deciding on their specific tasks will be carried out along with the “la Caixa” Foundation when the proposal is being implemented.
4.5. Timeline

The maximum term of the proposals submitted in this call must be **24 months**.

A timeline or action plan must be submitted specifying the time frame for the different stages and their specific activities.

4.6. Budget

The “la Caixa” Foundation can finance up to 90% of the program and **up to a maximum of €800,000 per network of institutions and country**, including taxes, if any.

It will be considered an advantage if the proposed initiative receives contributions from the own capital of the institutions belonging to the network and the beneficiaries. The “la Caixa” Foundation must, in all cases, be the main financial partner of the proposal.

The budget must be submitted observing the instructions related to expenses eligible for financing (see Annex III) and following the template provided in the call for proposals platform of “la Caixa” Foundation. The budget must be distributed among the different institutions of the network.

4.7. Management proposal

An intervention management proposal should be included, explaining how the intervention will be articulated with the current Work4Progress platform.

It is fundamental that both the beneficiary population and the involved institutions perceive this proposal as part of the Work4Progress Program.

If funding is approved, the management proposal must be agreed with the current Work4Progress platforms and the “la Caixa” Foundation.

**Evaluation criteria**

A list is provided below of the main guideline principles that must govern the actions along with the features the proposals must meet to be eligible for financing:

- Encouraging the participation of and giving power to the most vulnerable and excluded sectors, particularly women and young people.
- Promoting the coordination and complementarity with the actors and activities of the current Work4Progress program platforms in India, Mozambique and Peru.
- Fostering innovation in processes, services and products.
- Promoting spaces for dialogue, coordination and joint public and private work.
- Having potential for economic viability to achieve economic growth with a broad social base and to promote the creation of jobs (self-employment and/or jobs as an employee).
- Becoming involved in the supply and value chains of the sectors and/or territories.
Being able to access the markets (local, regional, national and/or even international markets).

Having a system for ongoing and impact evaluation in place allowing the actions to be monitored and adapted in real time.

Having a communication plan to ensure the results of the action will be visible.

Under **no circumstances will programs be supported that involve a high level of hand-outs.** Neither is it planned, given the nature of the call for proposals, to support initiatives of a purely social nature, in other words, projects that are based solely in the field of health, education, etc.

### Method for submitting proposals

The call for proposals for the Work4Progress program will be open from July 11 2019 until September 17 2019 at 5 pm CET.

Proposals must be submitted electronically using the following link: [https://www.convocatoriaslacaixa.org/Convocatorias/](https://www.convocatoriaslacaixa.org/Convocatorias/)

The following process must be followed:

- Providing evidence of each institution belonging to the network by submitting the required management and CV documents (see Annex IV).
- Filling in and attaching the form for submitting proposals, which is available for downloading at the link provided above.
- Attachment of all the other required documents.

The complete application must be submitted electronically, through the “la Caixa” Foundation call for proposals online platform. A reference number will be provided when the documentation is being processed.

Proposals sent by any other means will not be accepted (for example by fax, post or email).

Applicants must check their files are complete according to the check list included in these terms of reference (see Annex IV). Incomplete proposals will not be accepted.

Proposals submitted after the deadline will not be accepted.

The “la Caixa” Foundation will store and keep all the documents submitted in its possession.
Selection process and resolution

The “la Caixa” Foundation will select one network of institutions for each country.

All the proposals will be analysed, evaluated and ranked by an external evaluation committee.

During the evaluation process, the “la Caixa” Foundation may invite the institutions submitting the proposals and their local partners for an interview, held either in person or by electronic means. Moreover, the “la Caixa” Foundation may conduct field visits for the shortlisted proposals.

The proposals selected by the external evaluation committee will be submitted for the final approval of the “la Caixa” Foundation’s governing bodies.

A decision will be adopted to award or reject the participation of the “la Caixa” Foundation in the program, which will be directly notified to the lead institution of the consortium.

If none of the proposals meets these conditions, the call will be cancelled.

The final decision on the call for proposals will be absolute.

Formalisation of the collaboration

The “la Caixa” Foundation and the lead institution of the selected network of institutions must sign a collaboration agreement specifying the rights and obligations of both parties and determining, among other aspects, the term for execution, the amount contributed by the “la Caixa” Foundation, the terms of payment and the submission of the monitoring, evaluation and audit reports.

The institution signing the agreement will be responsible for the correct management of the funds for the action. The agreement will be subject to the laws in force.

If the institution does not fulfil the terms and conditions of the agreement, the “la Caixa” Foundation may fully or partially suspend or cancel its payments. In the event of negligent conduct by the cooperating institution, the “la Caixa” Foundation may claim full or partial reimbursement of the amounts already paid.

The financial contribution by the “la Caixa” Foundation will be paid into a bank account opened specifically for this initiative by the lead institution. If the lead institution is based in Spain, this account must be opened in CaixaBank.

In general terms, as stipulated in the agreement, the “la Caixa” Foundation will pay the relevant amount for the first year within a maximum term of two months counted from the time the agreement is signed. The subsequent amounts will only be paid at the request of the institution after having submitted the relevant monitoring reports and receiving the approval of the “la Caixa” Foundation.
Technical arrangement and reporting

9.1. Reporting

In order to keep fluent communication and perform good supervision and monitoring of the Program progress, the selected institution will provide “la Caixa” Foundation with reports, of both technical and financial components of the initiative, on a regular basis, specified hereafter.

Nevertheless, the Parties will keep communicated during all the process, seeking in all times a fluent information exchange.

Reports:

1. 1st Report, technical and financial: approximately 6 months after the starting date.
2. 2nd Report, technical and financial: approximately 12 months after the starting date
3. 3rd Report, technical and financial: approximately 6 months after the starting date of the second year of execution.
4. 4th Report (final), technical and financial: approximately 24 months after the starting date, coinciding with the completion of the initiative.
5. An annual audit of the action subject to this agreement, whose report must be submitted no later than three months after the end of each year. The audit will be conducted by external personnel and, whenever possible, local. The report resulting from this audit will be delivered to the “la Caixa” Foundation within a period not exceeding two months after the end of each year.

The “la Caixa” Banking Foundation will facilitate the templates for the reports.

The “la Caixa” Foundation may request at any time the information it deems appropriate to proceed with the verification or control of the action. The original vouchers of all invoices and / or certificates of expenses must be made available to the “la Caixa” Foundation when requested.

The realization and management of the action may be examined and audited by the “la Caixa” Foundation or by a third party that is hired for this purpose.

9.2. Developmental Evaluation

In order to understand and learn from the evolution of the project, make suitable adaptations and increase the quality of the intervention, a developmental evaluation will be carried out.

The developmental evaluation should be carried out externally. The selection of the evaluating person or company will be made by mutual agreement between the “la Caixa” Foundation and the selected institution and will be contracted by the selected institution.
9.3. Impact evaluation

It is a final evaluation of the impact of the action, whose report must be delivered within six months of the end of the action. The “la Caixa” Banking Foundation and the selected organization will agree on the reference terms of the final evaluation, which should be done externally and, whenever possible, with local staff. The selection of the evaluating person or company will be made by mutual agreement between the “la Caixa” Foundation and the selected organization and will be contracted by the selected organization.

The evaluation may be published in order to be used as a learning tool by other social agents. For these purposes, the assignment in favor of the “la Caixa” Foundation of intellectual property rights must be foreseen.

In addition, the “la Caixa” Foundation reserves the right to carry out ex-post evaluations, directly or through external consultants, preferably on a thematic, sectoral and / or geographical basis. For its realization, the collaboration of the selected organization and its local partners will be requested, in order to obtain information, in case their programs fall within the scope of study of said evaluations. As for the project evaluations mentioned above, these evaluations may be published so that they can be used as learning tools.

9.4. Monitoring Committee

A Monitoring Committee shall be created, it will be composed of equal numbers of representatives of each party and by the external coordinator. Representatives of partner organizations and international experts may also be invited to participate.

Unless otherwise agreed, regular meetings will be held, either physical or virtual –via telephone, skype, video conference, etc.- in order to monitor the implementation of the Agreement and, whenever justified or required, technical meetings and contacts will be organised, at the request of either party.

Inter alia, the Monitoring Committee shall:

- Oversee the development, implementation and progress of the Program;
- Advise and/or provide recommendations on issues or needs that may arise in connection with the implementation of the Program;
- Advise and make decisions about the results of the program evaluation processes;
- Advise and make decisions on the incorporation or withdrawal of partners linked to the program;
- Advise and make decisions about the use of the program funds;
- Transmit the decisions or recommendations of the committee to the relevant parties in their respective organizations;
- Agree and guarantee the implementation of a joint communication plan on the Program and all related activities, as deemed necessary.
Confidentiality, privacy and data protection

The applicants authorise the “la Caixa” Foundation and their partner organisations to access, use and share the information of the proposals, including any and all documents referred to therein, whether submitted at the time of the application or at a later stage, for the purposes of this grant and to the extent necessary, including, but not limited to, the evaluation, selection and monitoring of the projects. The applicants confirm to the “la Caixa” Foundation and their partner organisations that such information and documentation can be shared and used for these purposes.

To the extent that the identifying and/or professional details of natural persons linked to the projects is provided in the application form and supporting documents, the applicants shall be understood to have informed those individuals regarding the information stated in this clause and, where applicable, to have obtained the necessary consent of those persons for their inclusion in the proposals.

The “la Caixa” Foundation and their partner organisations comply fully with the legislation in force in the field of personal data protection.

Any and all personal data collected within the framework of this call (including data submitted in the proposal) will be processed for the purpose of managing the participation of applicants therein, with the basis of such processing being the management of the resulting relationship, and such data will be stored until the end of the applicable statutory limitation periods.

Personal data will only be shared if required in order to comply with legal obligations. The “la Caixa” Foundation uses service providers (of technological and evaluation services) located outside the European Economic Area, with all those guarantees required by the applicable regulations. Data subjects can ask for more information and/or exercise their rights of access, rectification, erasure, restriction, portability and objection before the Data Protection Officer of the “la Caixa” Foundation at the postal address Avinguda Diagonal 621 – 629, 08028 Barcelona, or at the e-mail address dpd@fundacionlacaixa.org. Data subjects are also entitled to lodge a complaint before the Spanish Data Protection Agency.

Doubts and queries

For any doubts or queries related to the contents of this tender please contact the following:

Information Service
“la Caixa” Foundation
+34 900 223 040
Email: info@fundacionlacaixa.org
REGIONS:
Bundelkhand and eastern Uttar Pradesh, Uttar Pradesh District, North of India

ORGANIZATIONS INVOLVED:
Development Alternatives together with a network of 27 partners with different degrees of involvement, from civil society organisations (such as Manaviya Dristikon Sewa Samiti, Swami Vivekanand Sewa Sansthan), universities (such as Bundelkhand University), farmers federations (such as Sakshi Farmers Producers Organisation), market aggregators (such as Crop Connect), government programs (such as National Bank for Agriculture and Rural Development, National Rural Livelihood Mission), private (such as Quest alliance) and public companies for providing technology, marketing, financial and capacity building services to micro entrepreneurs.

MAIN RESULTS OF THE LISTENING PHASE:
To analyse barriers and aspirations and strengthen the support system the Work4Progress India team:
- Applied innovative tools like community canvas, in depth studies with existing entrepreneurs, focus group discussions and community meetings,
- Delved deeper by using tools like day in the life of an entrepreneur where the team members spent a day with the entrepreneurs in their natural habitat,
- Examined the predominant Agri and weaving value chains in the region,
- Steered local stakeholder workshops; built a regional coalition in both geographies for the common cause of jobs and entrepreneurship and,
- Positioned the platform and engaged at the national level under the banner of “Jobs We Want”, giving stakeholders a neutral space to engage and collaborate.

As a result, more than 2500 potential and existing entrepreneurs and more than 300 critical stakeholders participate in building an enabling environment to enhance their understanding of the changing local economy, identify opportunities and determine their potential roles and position.

CO-CREATION PROCESSES:
- Co-creation of business plans using tools like peer to peer learning modules and Start Your Business (International Labor Organization) training.
- Enterprise Fairs as platforms for connection to new economy solutions; strengthening support for currently inaccessible technology and entrepreneurship services.
- On the socio-cultural front, the team created Safe spaces for women to feel empowered, increasing solidarity and leading them to become confident leaders.
 Modules to support the specially enabled and skilling of the marginalized in non-traditional and
gendered occupations.

 Modules with village-level governments and institutions for sensitising them towards self-
employment options and mainstreaming entrepreneurship in the local development agenda.

 Co-creation of modules with youth for trainings and information on entrepreneurship, made
easily accessible through digital apps.

 And to internalize power of entrepreneurship among communities launched campaigns like “Kaun
Banega Business Leader” competition which became an entry point into creating spaces for dee-
per and wider engagement using new-age tools and communication methods. It also allowed for
entrepreneurship, as an idea, to become a part and evolve within the local community imagination
facilitated through infotainment and community radio. As a response to dialogue, the team has
co-created innovative enterprise models with 200 existing and aspirational entrepreneurs, leading
to ownership of the platform among communities and self-identified pathways for diverse needs of
individuals.

 IDENTIFIED PROTOTYPES:

 As a result of the efforts till now, 9 systemic prototypes and 33 enterprise prototypes have been crea-
ted and 5 women led federations for supporting local entrepreneurs and creating value add to the
existing agri and dairy chains have been supported:

 Innovative credit models to strengthen the local financial system.

 Youth led self- employment information kiosks that aim to bridge the existing information and
digital gap in rural communities.

 Safe spaces for women.

 Enterprise fairs to who will enable acceleration and wider impact.

 Women led eco-friendly transportation micro-enterprises.

 Affordable health care products for women.

 Community owned safe water delivery plants.

 Green enterprises in the agricultural sector.

 Overall, in the period of 2017 to 2018 175 thriving enterprises have been created in the rural eco-

omy landscape, generating more than 400 associated jobs.
REGIONS:
Districts of Andahuaylillas, Catca and Ocongate, province of Quispicanchi, Cusco.
District of Nieva, province of Condorcanqui, Amazonas.

ORGANISATIONS INVOLVED:
6 organisations: Fundación Entreculturas – Fe y Alegría, Asociación Fe y Alegría Peru, Asociación Jesús Obrero – CCAIJO, Servicio Agropecuario para la Investigación y Promoción Económica (SAIPE), Fundación AVSI and Universidad Antonio Ruiz de Montoya.

MAIN RESULTS OF THE LISTENING PHASE:
Quispicanchi: diagnosis based on field work in 5 communities (focus groups, interviews with stakeholders, systematisation of secondary information, social photography and consultation with local stakeholders). This work has yielded a definition of 4 types of families and 3 types of young people in accordance with their productive and economic logics, and has also identified the challenges and the territory’s potential by altitudinal gradient.
Condorcanqui: diagnosis based on field work in 2 communities (focus group with students from the FyA 74 Institute, interviews with stakeholders, systematisation of secondary information, social photography and consultation with local stakeholders). This work yielded more in-depth knowledge of the characteristics, reality and aspirations of young people and women, and identification of the territory’s challenges and potential.

CO-CREATION PROCESSES:
Quispicanchi: a highly diverse range of stakeholders were involved, including local, regional and national agents, private companies, academic institutions, social organisations, plus families, young people and communal and educational institutions. 11 prototypes were identified as a result of this process.
Condorcanqui: based on the results of diagnosis and consultation with local stakeholders, 6 prototypes are currently being defined in line with market demand, the potential of the territory and the population, and partners’ capabilities.
PROTOTYPES IDENTIFIED:

11 prototypes in Quispicanchi, Cusco:
- Production of chickens for the market of Puerto Maldonado.
- Production of organic salad vegetables in communities from the Andahuaylillas district.
- Employment vacancy service for young people in the province.
- Production of “quesillo” cream cheese in Accocunca.
- Drying of sticky bun fungi in several communities of Ocongate.
- Handicrafts in Huacatinco.
- Alpaca fibre in Huacatinco.
- Breeding of guinea pigs in communities of Ccatca.
- Tourism in Pacchanta.
- Secondary education in Pacchanta and
- Business development centre with provincial coverage in the production lines of fungi, guinea pigs and dairy derivatives.

6 prototypes in Condorcanqui, Amazonas:
- Production of banana chips.
- Sites for training in bird-breeding for women.
- Salt production in Japaime.
- Business services centre.
- Production of dehydrated fruit and
- Water purification with solar power.
REGION:
Cabo Delgado, northern Mozambique.

ORGANISATIONS INVOLVED:
6 organisations: Local Economic Development Agency (ADEL-CD), ESSOR (EL-J), Mundukide Fundazioa, Technoserve, Action Aid Foundation and the Universidade Politécnica.

MAIN RESULTS OF THE LISTENING PHASE:
- Constitution of a platform of partners and coordination of the platform with key stakeholders for creating employment and increasing income based on sustainable economic activities.
- Creation of platform management tools and an evaluation, follow-up and monitoring system.
- Performance of a listening process using innovative methodologies with participating communities and key stakeholders from the territory to define opportunities for creating employment and increasing income.

CO-CREATION PROCESSES:
- Establishment of alliances with main stakeholders from the area.
- Holding of work sessions on co-creation with the platform and key stakeholders using innovation methodologies.
- Design of 14 prototypes of actions to create employment and increase income that provide innovation, productivity and return.

PROTOTYPES IDENTIFIED:
- 2 prototypes associated with value chains of vegetables and cereals (sesame and peanuts):
  - Prototype with women farmers from Namuno, Balama and Montepuez to increase productivity through the sale of vegetables and grains (sesame and peanuts) to the local market and for export.
  - Prototype with producers of salad vegetables for sale to middlemen who trade with companies and supermarkets.
- 6 prototypes of honey and charcoal micro-enterprises.
- 3 prototypes for the labour market inclusion of urban youth and women in sectors such as security, tourism, logistics and construction.
- Guarantee fund to support producers.
- Cabo Delgado wholesaler market in coordination with local government.
- Creation of a Mozambican association to defend market gardens and fruit farming.
The amount of the subsidy will be calculated in accordance with the budget and documents submitted by the applicant institution and with the budgetary limitations of the call for proposals, the maximum amount being €800,000. The “la Caixa” Foundation may request clarifications and, if need be, apply reductions.

Proof of the financial profits obtained by means of the funds provided by the “la Caixa” Foundation to the applicant institutions must be provided in the form of bank certificates and they must be used solely to cover expenses directly associated with the action. The applicant institutions must notify “la Caixa” Foundation of the sources from which these profits are obtained in the relevant monitoring or evaluation reports.

Further amounts will be accepted as local contributions providing they are sufficiently proven and intrinsically linked, either exclusively or proportionally, to the action intended to be developed. These amounts will be subject to the same control as the other contributions.

Only the eligible expenses specified in the table below can be taken into account for subsidies. The expenses must meet the following requirements to be considered eligible expenses for the purpose of this call for proposals:

- They must be necessary to carry out the action included in the budget, clearly associated with the activities and fulfil good financial management standards, in particular those related to profitability and efficiency.
- They must be incurred by the applicant institutions during the implementation period of the action. This does not affect the expenses incurred for identifying the baseline.
- They must be included in the accounting or tax records of the applicant institutions, be identifiable and verifiable and must be proven with original documents.

The following are not eligible expenses:

- Debts and provisions for possible losses.
- Interest owed, surcharges or administrative and criminal penalties.
- Expenses for which financing has been obtained from another source.
- Purchase of real estate property, unless it is essential for the direct implementation of the action and has been expressly authorised by the “la Caixa” Foundation, in which case the property must be transferred to the end beneficiaries or local partners at the latest when the project has been completed.
- Losses incurred due to currency exchange.
- Direct taxes (real estate, inheritance, etc.). However, indirect taxes (VAT) are eligible.
- Loans granted to third parties.
### TABLE OF ELIGIBLE EXPENSES:

#### DIRECT EXPENSES

<table>
<thead>
<tr>
<th>Identification and drafting</th>
<th>Expenses incurred for the identification process in the field.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and real estate property</td>
<td>The required expenses for purchasing or leasing land and real estate property and their legal registration in the local land registries (taxes, fees, notary expenses, legal licences, etc.). In the case of purchases and leases, once the support has been granted, a written authorisation from the International Department of the “la Caixa” Foundation is required and the documents specified at that time must be provided.</td>
</tr>
<tr>
<td>Construction and renovation</td>
<td>Expenses that are directly connected to construction and renovation work planned for the action (labour, transport of workers, materials and their transport, removal of debris, mandatory technical reports, licences, fees, mandatory insurance policies, site management, etc.). The construction work performed within the scope of the subsidised action will not be subject to the amortisation applicable to it. The following documents must be provided:</td>
</tr>
<tr>
<td></td>
<td>· Performing works for amounts higher than €30,000 requires a minimum of three bids to be previously obtained. A copy of the contract and a certified copy of the invoices related to the work that exceed this amount must be submitted with the final report.</td>
</tr>
<tr>
<td></td>
<td>· A project for the work approved by the relevant professional association.</td>
</tr>
<tr>
<td></td>
<td>· Work certificates issued by the construction company.</td>
</tr>
<tr>
<td></td>
<td>· A commitment to use the real estate property or the building for the purpose that resulted in the subsidy being granted for a term of at least 10 years.</td>
</tr>
<tr>
<td></td>
<td>· Supporting documentation specifying the ownership system for the building in accordance with the law of the relevant country.</td>
</tr>
<tr>
<td></td>
<td>· Renovations of leased properties require the consent of the owner and the relevant permits.</td>
</tr>
<tr>
<td>Equipment and supplies</td>
<td>Purchases, repairs and maintenance of machinery, equipment, furniture, fixtures, transportation items, IT equipment and material (hardware and software), along with the supplies associated with them that are directly linked to achieving the goals of the project. This includes expenses incurred for shipping, fitting and setting up the equipment. Supplies of equipment for amounts higher than €12,000 require a minimum of three bids to be obtained from different supplier companies.</td>
</tr>
</tbody>
</table>
| **Local staff** | Local staff is deemed to mean the staff of the Spanish NGO or its local partners or another organisation belonging to the group of beneficiaries that are subject to the labour laws of the country where the action is performed and where they render their services according to the relevant labour regulations and whose work and duties are directly related to the scheme.

This category includes expenses incurred for real salaries, social security contributions, insurance policies and other expenses included in the remuneration. The salaries and expenses may not exceed those normally paid by the bidder institutions and must be in accordance with the national pay scale. The necessary information to prove this must be submitted.

The expenses may be claimed either fully or partially depending on the time spent on the financed project. Only the expenses incurred for staff included in the operating plan and without whom the action could not be carried out will be accepted.

Penalties or compensation payments imposed due to any breach of contract committed by the NGO, its partners or its counterparty or surcharges due to default or delay in payment of withholding tax or social security contributions may not be claimed as expenses.

Moreover, expenses incurred for technical advisory services, providing they are rendered by local staff or companies, may be claimed under this category.

The “la Caixa” Foundation reserves the right to request, either directly or through third parties appointed for such purpose, the relevant employment contracts that must include the kind of contract, job category, salary, tasks to be performed, along with the wage slips signed by the workers, social security contribution lists, invoices proving payment of insurance policies, personal income tax withholding certificates, etc., and, in addition, interviews must be held with the workers. |
| **Expatriate Staff** | Workers of the Spanish institutions, subject to Spanish legislation, who provides services in the country of execution, and whose tasks are directly linked to the action.

For those Spanish institutions that do not have expatriate personnel, the salaries of the persons that perform tasks directly linked to the action may be charged under this heading.

The invoices attributable in both cases will be governed by the same criteria required for local personnel; that is, the salary level of the organization must be duly justified (it must be in accordance with the organization’s scales). |
| **Technical and professional services** | The technical advisory expenses incurred by companies or consultancies may be charged under this heading. |
| **Travel, per diem and accommodation** | This item will include all expenses related to trips, stays and subsistence allowances for both the personnel linked to the project (local and expatriate staff) and the technicians, trainers and final beneficiaries, directly related to the planned actions. |
| **INDIRECT EXPENSES** | It can be subsidized a limit equivalent to 7% of the total eligible costs of the action, corresponding to the general administration expenses of the applicant institution and their partners. |
ANNEX V
CHECK LIST OF THE INFORMATION THAT MUST BE INCLUDED.

DOCUMENTS RELATED TO THE PROPOSAL

- The duly completed proposal form.
- The timeline/action plan.
- A proposal for a control panel.
- The budget

DOCUMENTS RELATED TO THE LEAD INSTITUTION

- A copy of the articles of association, which must, in all cases, include its non-profit nature.
- Photocopy of the ID Card of the person signing the bid.
- For foreign institutions: certificate of tax residence in the relevant country.
- The annual report from the previous year.
- An organisational chart of the institution.
- A summarised sheet of the most recent audit report.
- The balance sheets for the last three years.
- The profit and loss accounts for the last three years.
- An abbreviated CV of the person responsible for the project in the institution (maximum 1 page).
- A strategy paper for the country and/or sector strategy, if any.
- Documents proving membership in networks, platforms and other coordinating bodies.

DOCUMENTS RELATED TO THE PARTNER INSTITUTIONS

- Tax identification code of the institution
- A copy of the institution’s registration in the relevant registry.
- Copy of the articles of association.
- Tax ID document or passport of the person acting on behalf of the institution.
- For foreign institutions: certificate of tax residence in the relevant country.
- Annual report from the previous year.
- An organisational chart of the institution.
- A summarised sheet of the most recent audit report.
- The balance sheets for the last three years.
- The profit and loss accounts for the last three years.
- A strategy paper for the country and/or sector strategy, if any.
- Documents proving membership in networks, platforms and other coordinating bodies.

SUPPLEMENTARY INFORMATION

- Any supplementary information deemed necessary for better understanding of the proposal, **in a duly separated document**.