

Cultural
Rights to
Promote
Development
and Health

**DE
CI
DES**



**Strengthening CSO's
and women's
capacity to stop
Domestic Violence**

**Hand-out for CSOs
on Project Cycle
Management,
Funding
Opportunities,
International
Cooperation**

*Claudia Rosignoli,
Valérie Weerts*

INTERARTS

DECIDES CARIBBEAN. Cultural Rights to foster behavioural changes and women's empowerment against Domestic Violence in Barbados and the Eastern Caribbean.



This project is co-funded
by the European Union



Hand-out for CSOs on Project Cycle Management, Funding Opportunities, International Cooperation

Claudia Rosignoli, Valérie Weerts

This hand-out is based on the presentation made by Claudia Rosignoli, Project Coordinator, and Valérie Weerts, Administrative and Financial Officer, at Interarts for the workshop on Project Cycle Management, Funding Opportunities, International Cooperation, held in Bridgetown, Barbados, at the Radisson Aquatica Resort on Tuesday 22 November 2016 in the framework of the Seminar for CSOs of the EU funded project *DECIDES Caribbean - Cultural Rights to Foster Behavioural Changes and Women's Empowerment against Domestic Violence in Barbados and the Eastern Caribbean*.

The hand-out provides basic information and suggestions for CSOs that work in the field of gender equality, women's empowerment to counter gender-based violence in the Caribbean on how to find resources, partners and synergies, how to write successful proposals and manage projects effectively and on the importance of national and international cooperation.

For further information, visit <http://www.interarts.net/en/encurso.php?p=446>

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of the authors and can in no way be taken to reflect the views of the European Union.



Table of Contents

List of Acronyms and Abbreviations..... 4

1. INTRODUCTION 5

 1.1 Purpose of this hand-out..... 5

 1.2 How to use this hand-out 5

 1.3 Terminology..... 5

2. PROJECT CYCLE MANAGEMENT: AN OVERVIEW 6

 2.1 What is Project Cycle Management? 6

 2.2 Project Cycle Management Phases 7

3. IDENTIFICATION AND LOGICAL FRAMEWORK 9

 3.1 Donors 9

 3.2 Calls for proposals and tenders..... 11

 3.3 Identification of the problem 13

 3.4 Administrative requirements 18

4 FORMULATION 19

3 IMPLEMENTATION 22

4 EVALUATION 23

7. Bibliography 24



List of Acronyms and Abbreviations

CARICOM	Caribbean Community
CBO	Community-based organization
CEDAW	(UN) Convention on the Elimination of all forms of Discrimination Against Women
CSO	Civil society organization
DECIDES	D erechos C ulturales Para I mpulsar el D esarrollo y la S alud (Cultural Rights to Promote Development and Health)
DOGA	Directorate of Gender Affairs, Ministry of Social Transformation and Human Resource Development, Government of Antigua & Barbuda
DV	Domestic Violence
EC	European Commission
EU	European Union
FBO	Faith-based organization
FGD	Focus Group Discussion
GBV	Gender-based Violence
LFA	Logical Framework Approach
MDGs	(UN) Millennium Development Goals
NGO	Non-governmental organization
OAS/CIM	Inter-American Commission of Women, Organization of American States
OECS	Organization of Eastern Caribbean States
PCM	Project Cycle Management
UN	United Nations
UNDEF	United Nations Democracy Fund
UNHRC	UN Human Rights Council



1. INTRODUCTION

1.1 Purpose of this hand-out

This hand-out has been prepared to provide basic information, reference and tips to CSOs of Caribbean countries to help them in the development of projects in the field of gender equality, women's empowerment, gender-based and domestic violence.

It does not intend to be an exhaustive manual on fundraising and project management, but rather a clear and essential guide that highlights basic principles and provides links to more complete and specific tools.

The content is based on [Interarts](#)'s experience, gained in more than 20 years of activity, in finding resources from different donors and managing international cooperation projects for development in different countries of Africa, Europe, Latin America and the Caribbean, among others in the framework of the [DECIDES Programme](#) (Cultural Rights to Promote Health and Development).

The hand-out makes reference and adopts tools and terminology used in particular within the European Commission's management of policies, programmes and funding for international development and cooperation and EU's external action, for the authors' specific expertise and the general applicability and effectiveness of the instruments mentioned herein. Nevertheless, tools and terminology of different donors will be mentioned.

1.2 How to use this hand-out

Each chapter is dedicated to a different topic. Those who have participated in the workshops should use the hand-out as a reference to have a better insight of the issues raised. The hand-out will make reference in particular to the identification and formulation phase, to help writing successful proposals.

1.3 Terminology

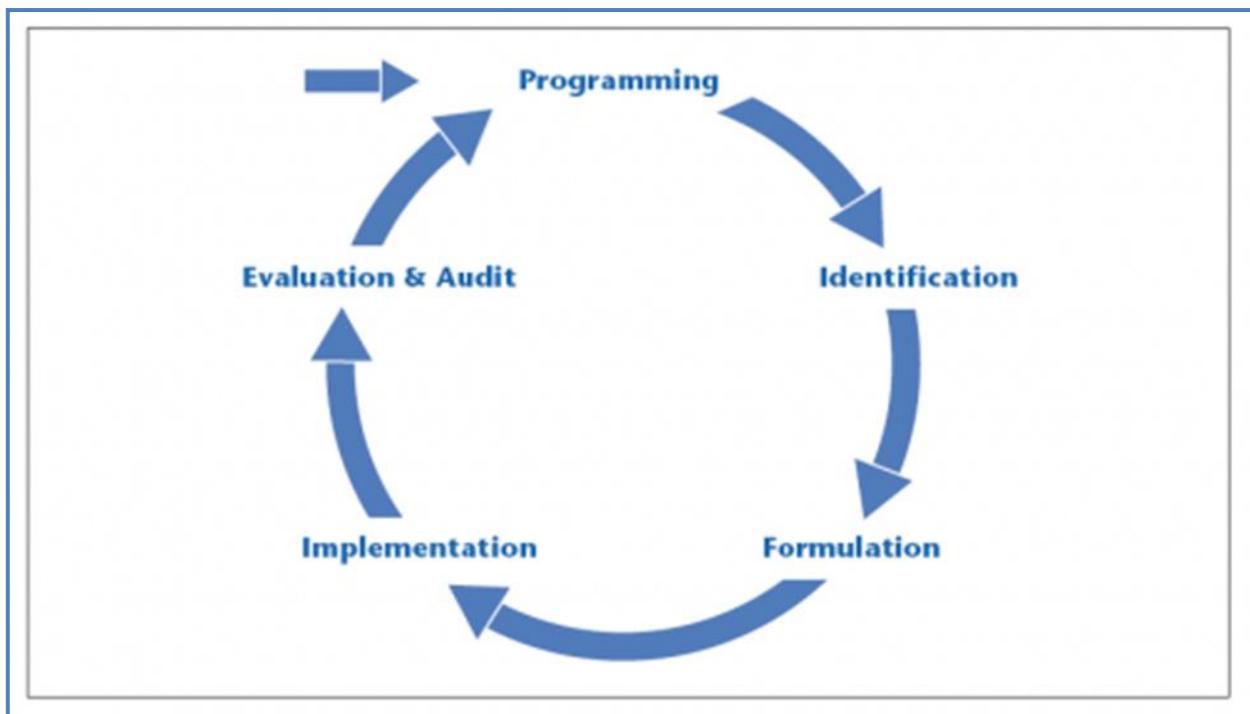
In the hand-out, '**project**' refers to a group of activities undertaken to produce a project purpose in a fixed timeframe. While a '**programme**' is intended as a series of projects whose objectives together contribute to a common overall objective at sector, country or multi-country level. Since this hand-out is addressed in particular to CSOs that implement projects funded by different donors, all phases and tools outlined herein will be referred to the implementation of projects by CSOs.

2. PROJECT CYCLE MANAGEMENT: AN OVERVIEW

2.1 What is Project Cycle Management?

The **Project Cycle Management** (PCM) is a term used to describe the management activities and decision-making procedures used during the life-cycle of a project (including key tasks, roles and responsibilities, key documents and decision options). It was adopted by the European Commission in 1992 as its primary set of project design and management tools (based on the **Logical Framework Approach**). It is also based on the Theory of Change¹, which is multidimensional and flexible and can be adapted to different scopes and purposes.

It indicates the decision-making procedures used during the life-cycle of a project, and includes planning, organizing, coordinating and controlling. Indeed, the life of a project can be described as a cycle that includes different phases:



Source: European Commission, Aid Delivery Methods, Volume 1. Project Cycle Management Guidelines, March 2004, p. 16.

The European Commission (EC) follows this model in order to improve the quality of its development assistance in terms of relevance, feasibility and effectiveness of programmes and projects. Final Evaluation and Audit of programmes and projects after their implementation is paramount to improve decision makers' new programming and policies.

¹ For an explanation on the Theory of Change see <http://www.theoryofchange.org/what-is-theory-of-change/>



The PCM approach that integrates the Logical Framework Approach, is used by a number of donors and funding agencies (including the EC) and have shown to be effective to ensure the correct development of programmes and projects to achieve concrete results and objectives also for Civil Society Organizations.

2.2 Project Cycle Management Phases

1. Programming

The *Programming* phase refers to all steps that bring different donors and policy makers (governmental, intergovernmental and international agencies, public and private donors and funders, such as foundations, international organizations, etc.) to the creation of policies and programmes that identify framework, objectives, beneficiaries, countries and/or regions, amount of funding available to support NGOs, CSOs and other actors' action. Often previous programmes and projects processes and results give important elements and information for the improvement of new policies and programmes.

2. Identification

The *Identification* phase includes all those steps that CSOs need to develop to identify possible donors and calls for proposals/tenders they can apply to for funding and understand if their project(s) concept/idea is relevant to priority local needs and consistent with the donors' and the call's policy priorities. It shall aim at **identifying partners, target groups and beneficiaries**, analyzing their **problems**, needs and constraints and understanding the local/regional situation, including **stakeholders, legal framework**, if relevant, that refer to a specific topic (given in the call for proposals and by the CSOs project idea and field of expertise). This will lead to formulate **project objectives and strategy** that are relevant to the call for proposals' priorities and objectives and that will produce results that will contribute to solve the problem. The **Logical Framework Approach** is particularly useful at this stage to assess the proposed implementation logic and the links between objectives, results, activities, etc. This step will be explained more in detail in **chapter 3**.

3. Formulation

During the *Formulation* phase, **relevance and feasibility** of the project idea emerged during the Identification phase shall be confirmed. All parts of the project proposal shall be drafted and explained in detail following the donors' guidelines and requirements. The result shall be a coherent and cohesive proposal containing all aspects of the project mentioned above (objectives, results, outputs, activities, etc.) and also management and coordination arrangements, financial proposal, risk management, evaluation and audit arrangements (if required). The lead applicant will apply to the grant by sending the proposal to the donor before the call for proposals deadline and, if successful, the grant will be awarded, a contract between the donor and the beneficiary CSO(s) will be signed and the project implementation can start.



4. Implementation

The *Implementation* phase, including monitoring and reporting to the donor, consists in the actual **development of activities** that will produce specific outputs and results to achieve the given objectives. “The implementation stage of the project cycle is in many ways the most critical, as it is during this stage that planned benefits are delivered. All other stages in the cycle are therefore essentially supportive of this implementation stage”². CSOs implementing the project (the coordinator and the partners) will have to develop the proposed (and approved) activities following the action plan and calendar. If the project was well planned and is regularly monitored by the coordinator, CSOs should be able to cope with possible difficulties and re-plan activities if necessary. Depending on the overall duration of the project, the beneficiary CSO(s) could be asked to submit different reports (both narrative and financial) throughout the implementation: e.g. inception report, interim report(s), and final report.

5. Evaluation and Audit

The main purpose of the *Evaluation* phase is to assess an ongoing or completed project “to determine the **relevance and fulfillment of objectives**, developmental efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors”³. The **Audit** is the assessment of the legality and regularity of project expenditure and income and whether project funds have been used efficiently and effectively and for the purposes intended. The donor may also carry out verifications and the beneficiaries have to take all steps to facilitate their work. Both processes have to be carried out by impartial external subjects that are independent from the programming and implementation functions. The beneficiaries shall keep all records, accounting and supporting documents related to the contract for five years following the closing of the project (payment of the balance). Evaluation and Audit are particularly useful to complete the project life-cycle and inform the donors’ **new programming and policies**.

In the following chapters, the Identification, Formulation and Evaluation phases will be further addressed, and suggestions will be provided.

² See Chapter 4.5 Implementation, including monitoring and reporting: European Commission, Aid Delivery Methods, Volume 1. Project Cycle Management Guidelines, March 2004.

³ DAC, Principles for Evaluation of Development Assistance, Paris 1991.

3. IDENTIFICATION AND LOGICAL FRAMEWORK

3.1 Donors

In the framework of the action of CSOs that wish to implement projects on gender issues (but actually this works for any organization wishing to implement a project), the identification phase includes the identification of donors and the modalities in which relevant donors support CSOs and their projects. For instance, some of them might award money only through calls for proposals, bids, tenders, where they explicitly establish objectives, results, type of activities that the projects shall include, while in other cases, CSOs may have the chance to present a well done project proposal to a funding organization (often private), taking into account the organization's mission, vision and policies, and see their project financed without necessarily having to applying to a specific call.

In any case, it is important for the CSO to have a clear idea of who the relevant donors are, their financing modalities, i.e. how they normally fund projects, their policy priorities, what kind of projects they normally fund⁴.

The following is a non-exhaustive list of the main funding agencies at international level, programmes and instruments that may fund projects on gender issues in the Caribbean. CSOs may consider that gender equality and women's empowerment are **cross-cutting topics** that have to be taken into account and **mainstreamed** throughout projects of very different sectors and areas⁵. This represents a very important opportunity for organizations working in this field, which can find **new and innovative partnerships** with other sectors' organizations, create innovative solutions for the issues they normally tackle and build VALUABLE links, as well as multiply their possibility of obtaining funds. Against this backdrop, it is worth saying that cooperation among different players, public and private, where each one will contribute with its own expertise can widely represent an added value⁶.

PUBLIC DONORS

UN System:

- UN Democracy Fund: <http://www.un.org/democracyfund/apply-funding>

⁴ For this purpose is always paramount making a brief research on the donors' websites, or through other channels (e.g. contacting them directly, looking for articles in the press, etc.) to see what kind of projects have been previously funded, and what specific characteristics have those projects.

⁵ See, for example the UNIDO Gender "Guide on Gender Mainstreaming Energy and Climate Change Projects", at http://www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Women_and_Youth/Guide_on_Gender_Mainstreaming_ECC.pdf. Also, programmes that support education may be a valuable source of funding for gender equality projects, like the EU programme for education, training, youth and sport Erasmus+ http://ec.europa.eu/programmes/erasmus-plus/node_en

⁶ This cross-cutting strategy aims at going beyond these programmes, by promoting synergies and cross-fertilisation throughout the different fields of education, training and youth, removing artificial boundaries between the various Actions and project formats, fostering new ideas, attracting new actors from the world of work and civil society and stimulating new forms of cooperation.



Hand-out for CSOs on Project Cycle Management, Funding Opportunities, International Cooperation

Claudia Rosignoli, Valérie Weerts

- UN Development Programme: <http://www.undp.org/content/undp/en/home/ourwork/gender-equality/overview.html>
- UN Population Fund: <http://www.unfpa.org/funds-and-funding>
- UN Women: <http://www.unwomen.org/es>
 - Fund for Gender Equality: <http://www.unwomen.org/en/trust-funds/fund-for-gender-equality>
 - UN Trust Fund to End Violence against Women: <http://www.unwomen.org/en/trust-funds/un-trust-fund-to-end-violence-against-women>
- UNESCO: <http://www.unesco.org/new/en/unesco/themes/gender-equality/>
 - International Fund for Cultural Diversity: <http://en.unesco.org/creativity/ifcd/apply/calls-funding>

European Commission:

- EuropeAid Calls for Proposals and Tenders: <https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1489668299503&do=publi.welcome&userlanguage=en>
This is a search engine. Under the "Advanced search" button, CSOs can select the programme, geographical zone, dates and type of call they want to visualize.

Other governmental and intergovernmental agencies:

- Commonwealth Foundation: <http://commonwealthfoundation.com/grants/>
- Global Affairs Canada: <http://www.international.gc.ca/development-developpement/index.aspx?lang=eng>
- USAID: <https://www.usaid.gov/what-we-do/gender-equality-and-womens-empowerment>
 - <https://www.grants.gov/>
 - <https://www.fbo.gov/?s=main&mode=list&tab=list>

PRIVATE DONORS

Foundations and other agencies:

- Bill & Melinda Gates Foundation: <http://www.gatesfoundation.org/How-We-Work/General-Information/Grant-Opportunities>
 - Global Grand Challenges: <http://gcqh.grandchallenges.org/grant-opportunities>
- Feminist Review Trust Fund: <http://www.feminist-review-trust.com/guidelines/>
- Global Fund for Women: <https://www.globalfundforwomen.org/apply-for-a-grant/>
- Global partnership for social accountability: <http://www.theqpsa.org/sa/about/what-we-do#our-approach>



- Humanitarian Innovation Fund: <http://www.elrha.org/hif/funding/gender-based-violence-gbv/>
- Inter-American Development Bank: <http://www.iadb.org/en/common-pages/calls-for-proposals,18893.html>?
- OAK Foundation: <http://oakfnd.org/content/8237>
- Open Society Foundations: <https://www.opensocietyfoundations.org/grants-search-results/39/all/all/all/all>
- The Global Fund: <http://www.theglobalfund.org/en/applying/funding/>

TIP

DO NOT ONLY LOOK FOR CALLS ON GBV OR WOMEN'S RIGHTS, MANY THEMATIC AREAS MAY BE RELEVANT!

Business · Education and Youth · Environment · Disaster Preparedness · Health · Human rights and Recovery · Research · Zero Violence.....

TIP

CHECK DONORS' WEBSITES REGULARLY, SAVE CALENDARS OF UPCOMING CALLS, AND SUBSCRIBE TO NEWS FEEDS, DATABASES AND BULLETINS THAT SEND PERIODICAL UPDATES OR DAILY ALERTS WITH NEW FUNDING OPPORTUNITIES. FOR INSTANCE:

Devex - www.devex.com

FundsforNGOs - www2.fundsforngos.org

GuideStar - www.guidestar.org/Home.aspx

Idealist.org - www.idealist.org

3.2 Calls for proposals and tenders

Once CSOs have identified one or more donors, they may send a project proposal asking for support or wait for the donor to issue a call for proposals that suits their needs and decide to **apply for funding**. Therefore, one person within the organization shall be appointed to prepare the proposal. When reading the **guidelines for applicants** this person shall pay particular attention to the following:

- **DEADLINE** - what is the deadline for submitting the proposal? Do I have enough time to complete it?
- **LOCATION OF THE ACTION** - is my country eligible for the action? In the guidelines for applicants, or on the donor's website eligible countries where the action can or has to take place are specified.
- **AMOUNTS AWARDED** - what are the minimum and maximum amounts awarded? Are the amounts awarded enough? Does my organization have the capacity to manage that amount of money?

- **CO-FUNDING** - the grant does cover 100% of the project's expenses or does the donor ask for a contribution by the applicants? How much is the applicants' contribution required? Are in-kind contributions admissible? Are they to be considered as eligible costs that can be treated as co-financing?
- **DURATION** – guidelines often indicate the minimum and maximum duration of project implementation.
- **TOPICS/PRIORITIES** - is my project in line with the topics and priorities outlined in the call for proposal? Can I adapt my project proposal to meet those priorities?
- **LOTS** - calls may be divided into different lots, each one with its specific topic, objectives, priorities, amounts, co-funding required, eligible activities, etc. CSOs must select the most adequate lot depending on their field of work, interests, possibilities, etc.
- **APPLICATION PHASES** - how many phases has the application? How many steps will CSOs incur? In some cases, the phases can be 2 or 3: 1. **expression of interest** (not always required - the lead applicant must send the consortium's information and documents, and, sometimes, a basic description of the project); 2. then, if selected, the consortium could have to send a **concept note** with a short description of the context situation, the main needs and constraints identified and possible solutions; 3. finally, if the evaluation of the concept note is successful, applicants will be invited to submit a **full application** with a detailed description of the project and the budget.
- **BENEFICIARIES** of the grant - can an organization apply alone or must it build a consortium? In the case of consortia, one organization will have the role of the **lead applicant**, which receives the authorization from the other consortium members to represent the whole consortium, in particular in the relations with the donor. Normally the lead applicant is the one with more experience in the field, financial and operational capacity, etc. Usually the lead applicant must submit to the donor more documents relating to its financial and operational capacity, like the annual turnover, losses and profits, etc. The other partners may be called co-applicants and not always are required to provide all guarantees that must be provided by the lead applicant.
- **ELIGIBILITY** - what are the **eligibility criteria** for lead applicant and co-applicants⁷? Shall they be legal persons? Or can also be individuals? Some donors, in particular if the amount awarded is considerable, only accept proposals by organizations (not individuals) which shall be legally registered in their country (incorporated). Moreover, guidelines may specify what kind of organization is eligible for funding: profit and/or not-for profit, NGO, CSO, local authorities, public entities, international organizations, network of organizations, etc. Checking the eligibility criteria is paramount before starting to work on the proposal.
- **STAKEHOLDERS** - understand what relevant actors represent an added value if associated to the project. They can be associate partners, or can submit a letter of intent to support the proposal and the project in case it is awarded the grant.
- **SUBMISSION CHANNEL** - how shall the proposal be sent to the donor? By mail? Via online platform? Do I need registration on the online platform? It is important to check these aspects from the beginning of the process in order to know exactly when and how

⁷ In some cases, co-applicants are not required to meet all eligibility criteria as applicants (e.g. they do not need to be legal persons, to have a certain financial and/or operational capacity, etc.).

it is convenient to have the proposal finished. Is there any alternative in case the organization is not able to submit the proposal online? What are the rules to follow in this case?

- **REGISTRATION PORTAL** - does the donor have a portal where all applicants have to register, add their data and upload their documents (e.g. statutes, tax information, etc.) before applying? One example is the PADOR (Potential Applicant Data On-Line Registration) of the European Commission's Directorate-General for International Cooperation and Development⁸.

NOTE Applicants have to respect the indications given in the guidelines, otherwise their proposal will be rejected.

TIP

IF AN ORGANIZATION IS NOT ELIGIBLE BECAUSE IT IS NOT LEGALLY REGISTERED OR HAS NO FINANCIAL CAPACITY, IT SHALL LOOK FOR STRONG PARTNERS!

In some countries, organizations may not be legally registered, yet be very active and well known in their field. Such organizations can try to be associated to a project run by eligible organizations to which they are linked by trustful and strong professional relations. Organizations that are legally registered but have no sufficient financial capacity to be lead applicant shall look for strong partners, nationally or internationally. **INTERNATIONAL COOPERATION** may sometimes be a good solution and a value added to the project.

3.3 Identification of the problem

After confirming that the applicants are eligible and that they meet the requirements mentioned in the previous chapter, the CSOs may begin to think about the project and identify the problem that they have to tackle and the possible solutions. It is critical to always follow the instructions given in the call's guidelines and to create a project that clearly contributes to achieve the call's objectives. In order to create a coherent proposal, the first step is the study of the **current situation** in a given context (a country, a region, in relation to a particular topic, or field), e.g. domestic violence in a country or a region, LBGTI rights, violation of human rights, etc. It is important to refer to official and renowned documents and sources of information, including laws, reports, research, etc. to understand what the current situation is and design an effective project accordingly.

The identification phase includes the selection of the project **beneficiaries** that can be divided in two categories: **target groups** that are directly addressed by and involved in the project activities and **final beneficiaries**, which are those groups that will benefit from the project in the longer term, at the level of the society or sector at large. Beneficiaries are those people that will see something changed thanks to the project implementation. Needs and constraints of the

⁸ For more information, see http://ec.europa.eu/europeaid/etraining/pador/en/index.html_en

project beneficiaries must also be clearly identified and described, in order to define the most appropriate objectives, results and activities to be developed with and for them.

After the study of the context and the identification of the problem relating to that particular topic, the team working on the proposal should be able to understand what the **overall objective(s)**⁹ and **specific objective(s)**¹⁰ of their project are.

Once identified the objectives, the team shall understand which **outputs** have to be produced to reach the objectives. The outputs are the direct **results** of the implementation of activities, they can be products, capital goods and services that are necessary to achieve the foreseen objectives¹¹.

Finally, the team drafting the proposal shall understand which **activities** are necessary to create those outputs that will contribute to achieve the objectives¹². The cause-effect relationship between activities and outputs, and between outputs and objectives must be clear and easy to be identified.

TIP

SIMPLICITY IS THE KEY!

Identify clear objectives, likely to be achieved. The project proposed must be **FEASIBLE** and the linkages between activities, outputs, results and objectives must be clearly identifiable and understandable. Projects that are too complex or that aim at objectives too difficult to be achieved are far less likely to be awarded grants.

3.3.1 The Logical Framework

One effective instrument that can help summarizing ideas and visualizing all linkages and relationships between such project elements is the **Logical Framework** (hereinafter, logframe). The logframe, may be used at the beginning of the preparation of the project proposal, during the identification phase, and/or may be asked to be submitted in a full application phase. The following is an example of logframe, which is the model currently used by the European Commission in the framework of the development cooperation (EuropeAid), it is one of the most complete ones and a practical tool that accompanies the project throughout its implementation.

⁹ The overall objective (or impact) may be defined as the long-term effects produced by the project that cannot be measured immediately after the project implementation.

¹⁰ The specific objective (or outcome) represents the short-term/medium-term effects obtained with the project.

¹¹ Some examples of outputs may encompass: a documentary or video for awareness-raising purposes, educational materials, an advice team, a crisis centre, etc.

¹² Activities may include: training of trainers or advisors, meetings with stakeholders to create a structure, a centre, workshops and production of videos, etc.

An example: EuropeAid Logical Framework

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	The broader, long-term change which will stem from the project and a number of interventions by other partners.	Measure the long-term change to which the project contributes. To be presented disaggregated by sex.	Ideally, to be drawn from the partner's strategy		Ideally, to be drawn from the partner's strategy	To be drawn from the partner's strategy.	
Specific objective(s): Outcome(s)	The direct effects of the project which will be obtained at medium term and which tend to focus on the changes in behaviour resulting from project <u>Outcome = Oc</u> (possibly) intermediary <u>Outcome = iOc</u>	Measure the change in factors determining the outcome(s). To be presented disaggregated by sex	The starting point or current value of the indicators.	The value of the indicator at the indicated date	The intended value of the indicators.	Sources of information and methods used to collect and report (including <u>who</u> and when/how frequently).	Factors outside project management's control that may impact on the outcome-impact linkage.
Outputs	The direct/tangible outputs (infrastructure, goods and services) delivered by the project. Output = Op Op 1.1. (related to <u>Oc 1</u>) Op 1.2. (related to <u>Oc 1</u>)	Measure the degree of delivery of the outputs. To be presented disaggregated by sex.	Idem as above for the corresponding indicators.		Idem as above for the corresponding indicators.	Idem as above for the corresponding indicator.	Factors outside project management's control that may impact on the output-outcome linkage.



Hand-out for CSOs on Project Cycle Management, Funding Opportunities, International Cooperation

Claudia Rosignoli, Valérie Weerts

	(...) Op 2.1. (related to Oc 2) (...)						
Activities	<p><i>What are the key activities to be carried out, to produce the outputs? (Group the activities by result and number them as follows:</i></p> <p><i>A 1.1.1. – "Title of activity "</i> <i>A 1.1.2. – Title of activity "</i> <i>(related to Op 1.1.)</i></p> <p><i>A 1.2.1. – "Title of activity "</i> <i>(...)</i> <i>(related to Op 1.2.)</i></p> <p><i>A 2.1.2. – Title of activity "</i> <i>(...)</i> <i>(related to Op 2.1.)</i></p> <p><i>(...)</i></p>	<p>Means:</p> <p><i>What are the means required to implement these activities, e. g. staff, equipment, training, studies, supplies, operational facilities, etc.</i></p> <p>Costs</p> <p><i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>					<p><i>Factors outside project management's control that may impact on the output-outcome linkage.</i></p>

Definitions:

- **Impact** means the primary and secondary, long term effects produced by the Action.
- **Outcome** means the likely or achieved short-term and medium-term effects of an Action's outputs.
- **Output** means the products, capital goods and services which result from an Action's activities.
- **Indicator** is the quantitative and/or qualitative factor or variable that provides a simple and reliable means to measure the achievement of the Results of an Action.
- **Baseline** means the starting point or current value of the indicators.
- **Target** (or results Goal) means the quantitatively or qualitatively measurable level of expected output, outcome or impact of an Action.
- A **logical framework matrix** (or logframe matrix) is a matrix in which results, assumptions, indicators, targets, baselines, and sources of verification related to an action are presented.

The intervention logic tells how, in a given context, the activities will lead to the outputs, the outputs to the outcome(s) and the outcome(s) to the expected impact. The most significant assumptions developed in this thinking process are to be included in the logframe matrix.

Defining all such aspects during the identification or at the beginning of the formulation phase helps reflecting in depth on the project structure and finding the best and most coherent one. Moreover, it helps outlining the activities that will be described in depth in the formulation phase.

Indicators must be always reachable, feasible, not too high.

3.4 Administrative requirements

As mentioned in chapter 3.2, in order to apply for funding, applicants (all applicants and co-applicants) may have to **register** on the donor's online system/portal, which normally requires the organization's data (legal name, address, contact details, type of organization, date of incorporation in the country, etc.) and may ask the organization to upload relevant documents (statutes, articles of associations, tax documents, financial statements, etc.). These data and documents are required by the donor to assess the applicants' eligibility to receive funds and capacity to implement the proposed project.

TIP

DO NOT WAIT FOR THE LAST MOMENT TO REGISTER!

The process could be long, you may need to find your statutory documents and/or translate them.

In order to Statutes/By-laws and registration document: is the organization legally constituted? What type of organization is it: NGO? For profit/Not-for-profit? Public/Private?

- VAT document/tax exemption documents.
- Statutes
- Registration document

For their **financial capacity**, applicants may be asked to provide audited financial statements of the last(s) year(s) (Balance and Loss and Profit accounts). Such documents may be asked only to the lead applicant or also to co-applicants.

Finally, for their **technical capacity**, applicants may have to submit the following:

- Annual activity reports.
- Current and past projects consistent with the call's priorities and objectives: fields covered, role in the project, total budget, funded amount, funders, partners.
- Staff (permanent staff, seconded staff), staff List of relevant persons, their CVs, resumes, short biographies, diplomas, etc.

4 FORMULATION

As mentioned above, the application process may be divided into different phases. Also, the formulation itself may be divided in two steps: one first “concept note” or “short project proposal” step and, if this first step is successful, applicants may be invited to submit a detailed project description or a “full application”, which includes also a detailed budget document.

Normally, in the **concept note** (or short project proposal), applicants shall briefly describe the problem, the current situation in the country, or the sector object of the call and/or the project proposal, needs and constraints of the project beneficiaries and the possible solutions that the organizations that will implement the project are proposing, including a short list or examples of activities.

On the other hand, when the applicants have to submit a **detailed description**, all objectives and expected results must be deeply illustrated and also every activity must be described in detail, showing that the applicants have already clear in their minds what exactly they are going to do.

TIP

STAKEHOLDERS

e.g. local authorities, national agencies, etc. are fundamental allies for the project implementation and its effectiveness. The applicants shall involve them, or at least some of them, from the identification phase.

In some cases it is advisable to enclose to the proposal letters of intent signed by stakeholders that declare that they will support the project implementation.

The following are very explicit and useful suggestions adapted from the UN Democracy Fund’s (UNDEF) website¹³ and addressed to applicants for UNDEF grants, but that can be applied to the preparation of project proposals for other donors.

Presentation

The higher the quality the presentation, the higher your proposal will score. Complete all relevant information, but do not exceed the character limits in the proposal form. Ensure that the information is accurate. Write in plain English or in the other language required, avoiding jargon where possible. Use correct acronyms and website addresses. Write succinct sentences and avoid repetition.

¹³ For the complete original list, see <http://www.un.org/democracymfund/node/190>



Clarity

Clarity is the key to a successful proposal. The applicant must have a clear idea about what they want to achieve and a clear strategy for how to achieve it. You need to spell out the link between your overall objective and your expected outcomes -- how these will translate your vision into reality. Lack of clarity cannot be disguised by the use of “buzz” words or other formulaic constructions; a successful design requires a logic that can be followed step by step. Brainstorm the ideas thoroughly before writing them down, but equally, agree on what specific steps are needed to make them happen, and in what sequence. Play the “devil’s advocate” and criticize the initial ideas until you have achieved a logical design.

Scoring and criteria

Check selection criteria normally set up in the guidelines, try as much as possible to use the same expressions and wording of the guidelines and write a proposal that clearly contributes to achieve the priorities and results of the call.

Innovation

How can your proposal stand out from the others? The answer is **innovation**. That means a new idea, a new method or an original proposal. If the outputs of the project are simply more workshops to raise awareness, then your proposal is unlikely to distinguish itself. When you think of innovative approaches, ensure that the proposal is action-oriented, with concrete outputs listed in the proposal.

Innovative partnerships of different actors (private and public, or belonging to different sectors) is also an added value.

Budget

Give considerable thought to the budget. Make sure the budget relates to the outputs listed in the narrative part of the proposal. We understand that the budget is an estimate, so use rounded figures (in the thousands or hundreds is sufficient). Do not ask for a high amount of salary in the budget. Do not ask for a high amount in other items as a back door method to obtain more salary. Follow all the rules explained in the guidelines regarding the budget and the eligible costs.

Value for money

Many proposals have scored badly on the criterion “value for money” by asking for far too much in their budget. The more realistic the budget request, the better the score will be under the value for money criterion.

Timing

Please do not leave submission until the last few days. A well prepared applicant will submit well ahead of the deadline to ensure there is time left if something goes wrong. The later in the



Hand-out for CSOs on Project Cycle Management, Funding Opportunities, International Cooperation

Claudia Rosignoli, Valérie Weerts

proposal process, the greater the risk that something may go wrong that cannot be remedied. And once the online proposal system is closed nothing can be done. There have been dozens of “hard luck” stories about bad internet connections or electricity blackouts to explain why a proposal was late. The answer is to start in time.

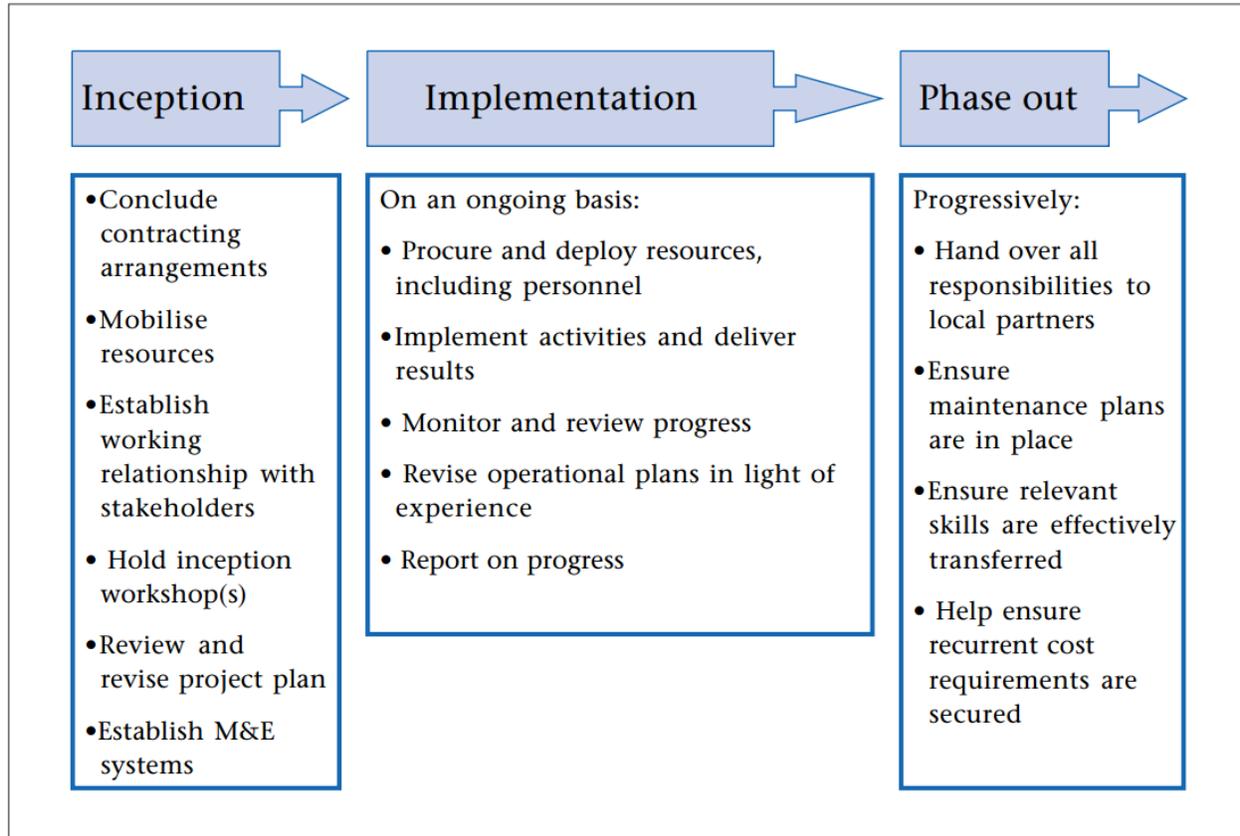
Other suggestions encompass:

Questions: look for FAQs or see if there is a contact email address and the deadline for sending questions relating to that call for proposals.

Ensure sustainability: How will the project produce long-term impact? How can target groups continue to benefit from the

Ensure all documents have been completed and signed by co-applicants in time.

5 IMPLEMENTATION



Source: European Commission, Aid Delivery Methods, Volume 1. Project Cycle Management Guidelines, March 2004, p. 39.

During the implementation phase, try to respect the documents where the project is outlined, and refer to the logframe. Keep all those documents in mind. This will help the coordinator that is monitoring the correct development of the project to tackle any issue and reschedule or modify activities, or even expected results or objectives if necessary.

Reporting is always an important element of the project implementation. Both financial and technical reports help the organizations implementing the project, but also the donors, to monitor the implementation, and understand if there are problems or if it is respecting the plans.

A monitoring system, established between the applicants, facilitates information sharing, feedback and evaluation processes. The lead applicant, responsible for the consortium in front of the donor, shall monitor and review the progress of the activities developed by all partners, ensuring resources are deployed and the activities are implemented so that the results are delivered. Hand to hand work, training to local partners to ensure relevant skills are effectively transferred allow sustainability.



Strategic alliances might be sought during the whole implementation of the project, to achieve continuity and replication of the developed good practices after the project closure.

6 EVALUATION

The evaluation phase is an important component of the project life cycle. It allows to understand what problems were encountered during the project implementation, verify how they were tackled, ensure that plans have been followed, or, otherwise, understand what shall have been done, or even planned differently.

The **evaluation** may be carried out by an external company, different from the organizations that implemented the project. That ensures impartiality.

However, when drafting the reports, interim or final, the organization implementing the project will be able to evaluate its actions. This can be particularly useful to improve implementation in the following implementation periods, or draft the next proposal according to the previous experience and reflections emerged from the evaluation.

The **audit** of a project must be carried out, usually, by a certified official audit company that should be communicated to the donor before contracting them. Organizations implementing the project shall foresee the audit with sufficient advance, in order to have the time to tackle any possible issue before the deadline for submission of reports to the donor.

7 Bibliography

- European Commission, Aid Delivery Methods, Volume 1, *Project Cycle Management Guidelines*, March 2004. Available at https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf (15 December 2016)
- OECD, Development Assistance Committee, *Principles for Evaluation of Development Assistance*, Paris 1991. Available at <http://www.oecd.org/dac/evaluation/dcdndep/41029845.pdf> (15 December 2016)
- Particip GmbH, *Project Cycle Management Handbook*, European Commission, EuropeAid Co-operation Office, General Affairs, Evaluation, March 2002. Available at https://www.sle-berlin.de/files/sle/TRAINING/PCM_Train_Handbook_EN-March2002.pdf (15 December 2016)
- Umhlaba Development Services, *Basic Introduction to Project Cycle Management Using the Logical Framework Approach*, European Commission Civil Society Fund in Ethiopia, 2017. Available at http://www.eeas.europa.eu/archives/delegations/ethiopia/documents/eu_ethiopia/ressources/pcm_manual_en.pdf (15 December 2016)
- Useful Tips and Lessons Learned for Future Applicants, UNDEF. Available at <http://www.un.org/democracyfund/node/190> (20 January 2017)

DECIDES CARIBBEAN. Cultural Rights to foster behavioural changes and women's empowerment against Domestic Violence in Barbados and the Eastern Caribbean.



This project is co-funded
by the European Union