



**Project planning and
EuropeAid-proposal
development**



International Co-operative
Alliance – Africa
A Region of the International
Co-operative Alliance

27/11 – 30/11/2018
Moshi, Tanzania


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Objectives of the workshop

- At the end of the training participants know...
 - how to look for calls for proposals and how to read guidelines for applicants
 - the analysis and planning steps of the logical framework approach
 - the format of the Concept note and the information that needs to be given
 - basics of the full application format and EU-budget
 - basics of grant management



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Objectives of the workshop

- At the end of the training participants are able to...
 - find calls for proposals for their respective country
 - use analysis and planning methods of the logical framework approach
 - elaborate a logical framework
 - fill in a concept note on the basis of an existing project design
 - distribute type of costs from an activity based budget to the budget lines of the EU budget



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Session 1
How does EuropeAid work?

Financing possibilities with the EU



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Financing possibilities with the EU

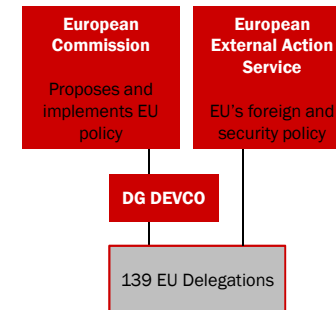
Main actors in EU development cooperation



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Financing possibilities with the EU

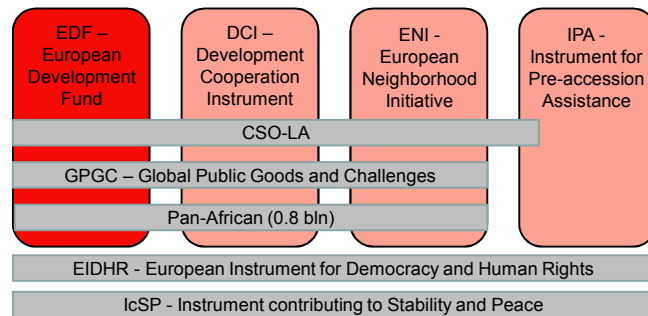
Overview of EU institutions



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Financing possibilities with the EU

The Multiannual Financing Framework – MFF 2014-2020



Further information: https://ec.europa.eu/europeaid/funding/funding-instruments-programming/funding-instruments_en

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Financing possibilities with the EU

Funding Instruments 1/2

- Thematic Instruments
 - European Instrument for Democracy and Human Rights (EIDHR)
 - Democracy, rule of law, human rights
 - Instrument contributing to Stability and Peace (IcSP)
 - Conflict prevention, peace consolidation
 - Partnership Instrument (PI)
 - Strategic partnerships with selected countries or regions



https://ec.europa.eu/europeaid/funding/funding-instruments-programming/funding-instruments_en

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Financing possibilities with the EU

Funding Instruments 2/2

- Geographic Instruments
 - Development Cooperation Instrument (DCI)
 - Global Public Goods and Challenges (GPGC)
 - Civil Society Organisations and Local Authorities (CSO-LA)
 - Pan-African Programme (PAP)
 - European Development Fund (EDF)
 - 79 African, Caribbean and Pacific countries
 - European Neighbourhood Instrument (ENI)
 - Mediterranean and Eastern countries

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Session 2 How do grants work?

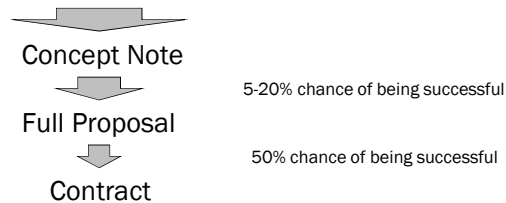
Financing possibilities with the EU

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Financing possibilities with the EU

Call for Proposals process 1/3

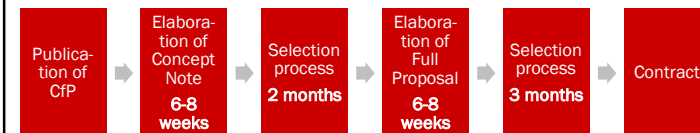
- CfPs are either managed by EuropeAid in Brussels (Global CfP) or by the EUDs (Local CfP)
- In general two-stage procedure (Restricted CfP)



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Financing possibilities with the EU

Call for Proposals process 2/3



The entire process usually takes about 9 months.

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Financing possibilities with the EU

Call for Proposals process 3/3

- Single-stage procedure (**Open CfP**)
 - Concept Note and Full Proposal have to be elaborated and submitted at the same time
 - Preparation time: 8-12 weeks

⚠ IMPORTANT: The Concept Note will always be evaluated first. If it is not selected, the Full Proposal will not be evaluated!

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Financing possibilities with the EU

Application documents

- Guidelines
 - Specific details about the CfP
- Annex A: Grant Application Form
 - Concept Note and Full Proposal
- Annex B: Budget
 - Excel tables
- Annex C: Logical Framework
 - Project planning matrix

CfPs are published almost exclusively on the EuropeAid website!

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Financing possibilities with the EU

Where do I find CfPs? 1/2

↓ https://ec.europa.eu/europeaid/home_en



- **At the bottom:** Funding > Search Call for Proposals

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Financing possibilities with the EU

Search engine

Where do I find CfPs? 2/2

- Search engine opens



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Financing possibilities with the EU

Exercise: Quiz game (20 minutes)

- When and how has the CN to be submitted?
- How many lots does the CfP have?
- Is it possible to apply for a grant of 900,000 EUR in Lot 1?
- What is the maximum amount of co-financing?
- Can a lead applicant from France apply?
- Are there any restrictions in regard to the location of the action in lot 1 or lot 2?

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Financing possibilities with the EU

Group work: Project ideas

- Imagine you want to plan a project for the Call for proposals in Malawi.
- What is the expertise that you can contribute to it.
- Please discuss in the groups and write possible ideas on cards.

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Session 3
Introduction

Project Cycle Management Logical Framework Approach

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PCM and LF

What is a project?

- A **definite start** and **end date**
- A **lifecycle** involving a series of phases
- A **set of activities** which are sequential, unique and non-repetitive
- Clearly defined **objectives**
- A clearly defined **target group** and beneficiaries
- A **budget**
- Centralised **responsibilities** for management and implementation

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PCM and LF

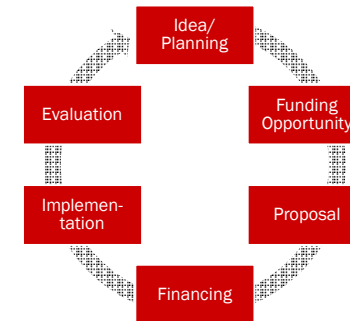
Project Cycle Management 1/2

- Is an approach to managing projects.
- It determines particular phases of a project.
- EC's PCM characteristics – Projects must:
 - Respect and contribute to **overarching policy objectives** and **cross-cutting issues** of the EC
 - Be **relevant** to an **agreed strategy** and needs and rights of target groups and final beneficiaries
 - Be **feasible** and **sustainable** in achieving proposed objectives

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PCM and LF

Project Cycle Management 2/2



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PCM and LF

PCM vs. Logframe Approach

Project Cycle Management

Defines different phases in the project life with well-defined management activities and decision-making procedures

Logframe Approach

A methodology for planning, managing and evaluating projects, using tools to enhance participation and transparency and to improve orientation towards objectives

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PCM and LF

Logframe Approach

- It is a set of basic analytical principles and tools to support project planning and management.
- It facilitates a participatory approach

Logframe Matrix

- It is the documented product of the analytical process called “Logframe Approach”.
- It is a standard form which is an integral part of the EuropeAid application documents – Annex C.

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PCM and LF

LF Approach and Matrix

⚠ Keep in mind:

- The Approach is as important as the Matrix.
- The Matrix should not be mistaken as the design of a project intervention.
- The Matrix is a visual aid that summarises the most important aspects of the project intervention.
- Information needed to fill in the Matrix has to be generated by the Approach.
- As with any model, a logframe is inevitably a simplification.

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PCM and LF

Two main phases of the LF Approach 1/2

■ Analysis phase

1. Problem analysis
 - Identifying key problems, constraints and opportunities, determining cause and effect relationships
2. Stakeholder analysis
 - Identifying key stakeholders, assessing their interests and influence
3. Objective analysis
 - Developing solutions to the identified problems
4. Strategy analysis
 - Identifying the most appropriate strategies to achieve solutions

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PCM and LF

Two main phases of the LF Approach 2/2


■ Planning phase

1. Developing Logframe Matrix
 - Defining the project's structure, testing its internal logic and risks, formulating measurable indicators
2. Designing activities
 - Determining the sequence and dependence of activities, estimating their duration
3. Allocating resources
 - Developing operational plan and budget

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Problem Analysis

- Identification of the mayor problems and its causes
- Most common method is

 Problem tree

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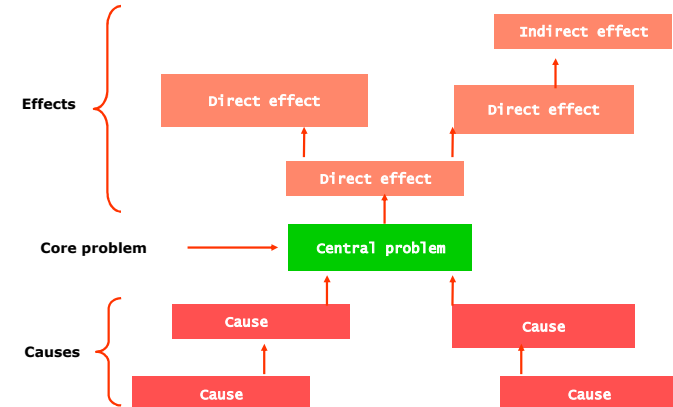
Problem Analysis

1. **Brainstorming:** Identify problems in the region / of the target group and write them on cards individually
2. **Clarify:** Identify the core problem
3. **Attribute:** Attribute the other problems in relation to the core problem. Is it a cause or an effect of the core problem?
4. **Evaluate:** If there is more than one cause, pin them on the same level of the visualization
5. **Visualize:** Show the cause-effect relationship between the different problems identified

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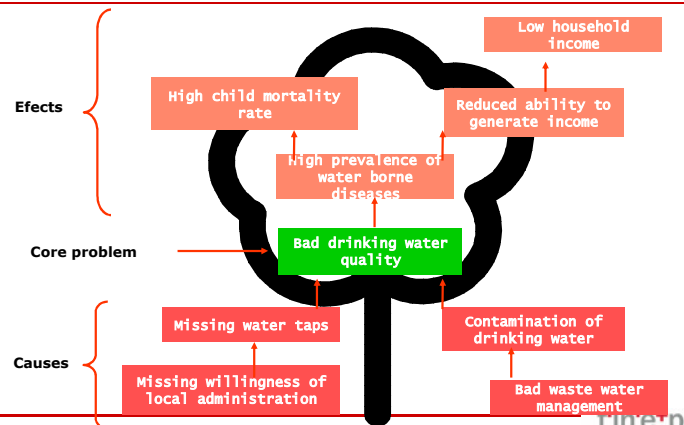
Problem Analysis



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Problem Analysis



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Group work 1

Problem analysis:

- Imagine you want to plan a project in regard to the guidelines reviewed in the previous session. Imagine you are a cooperative working in the field of promoting livelihood activities for rural communities.
- Carry out a problem analysis of the problems of the target group in rural areas in the surroundings of national parks in Malawi.

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Stakeholder Analysis

- Identification and evaluation of all stakeholders
 - Stakeholders are Interest groups
 - *“Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by a project or programme.”*
(EuropeAid, PCM Guideline, 2004)

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Stakeholder Analysis

- Before carrying out the stakeholder analysis, the region and the project topic must be clarified
- Stakeholder analysis can therefore be carried out before or after the problem analysis
- There are different possible methods to carry out a stakeholder analysis:
 1. Stakeholder/ duty bearer matrix
 2. Spider diagram
 3. Venn diagram
 4. SWOT analysis

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Stakeholder/ duty bearer analysis

Duty-bearers/ stakeholders relevant for the planned project	Responsibilities and roles of each actor for ensuring realization of child rights. <i>Who is supposed to do what to help solve the problem?</i>	Motivation/ willingness <i>Do the duty bearers/ stakeholders accept and know their responsibility? If not, why not?</i>	Authority <i>Do the duty bearers/ stakeholders have the authority to carry out their role? If not, why not? Or who has?</i>	Resources and capacities <i>Does the duty bearer have the knowledge, skills, organizational, human and material resources? If not, what's missing?</i>

Target groups/ final beneficiaries

- Clearly define the beneficiaries of the project: whose lives are going to change for the good through the intervention?
- Target group: Who needs to be involved? Include selection criteria.
- Give a description of each of the target groups and final beneficiaries (quantified where possible).
- Clearly define the needs and constraints of each of the target groups and final beneficiaries and describe how the proposal addresses these needs.
- Observe gender aspects.

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Group work 2

Beneficiaries and stakeholder analysis

- Define your beneficiaries and selection criteria
- Define other relevant stakeholders/ target groups, that need to be involved in the project
- Then fill out the matrix for each group of persons

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Objective analysis

Describe the situation in the future once identified problems have been remedied:



Objective Tree

- Re-formulate all problems of the problem tree into the contrary positive situations
- The cause-effect relationship will transform into a means-ends relationship
- Review if the logical order is still consistent
- Include new cards if something is missing

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Group work 3

Objective analysis

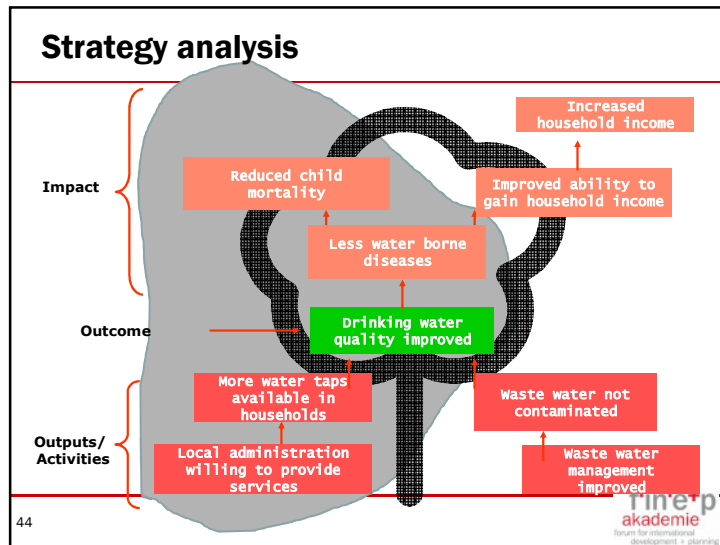
- Carry out an objective analysis for your project
- Re-formulate all problems of the problem tree into positive situations
- Include new cards if the logical chain requires

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Strategy analysis

- The analysis of strategies implies deciding which objectives will be included in the project the selection of the strategy/strategies that will be used to reach those desired objectives.
- The following criteria should be taken into account:
 - What are the resources available?
 - What is the organizations expertise and mandate?
 - What are the priorities of the beneficiaries?
 - Which objectives are likely to be achieved in the given framework (time, resources etc.)

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Group work 4

Strategy analysis

- Analyse whether all objectives from your objective tree are feasible
- Identify possible strategies to achieve the objectives
- Include „activity cards“ for the different objectives

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PCM and LF

Logframe Matrix 1/5

- In 2016 and again in 2018 EuropeAid updated the Logframe Matrix:
 - A result chain is the main element now
 - It is not about what you **DO (activities)** but what you **ACHIEVE (results)**.
 - Key question:** Who is doing something differently? (positive behaviour change)

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Vertical logic of the logframe

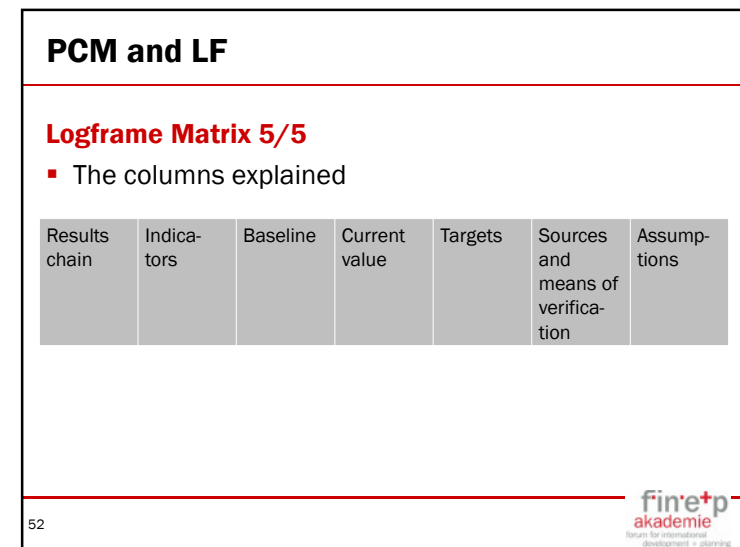
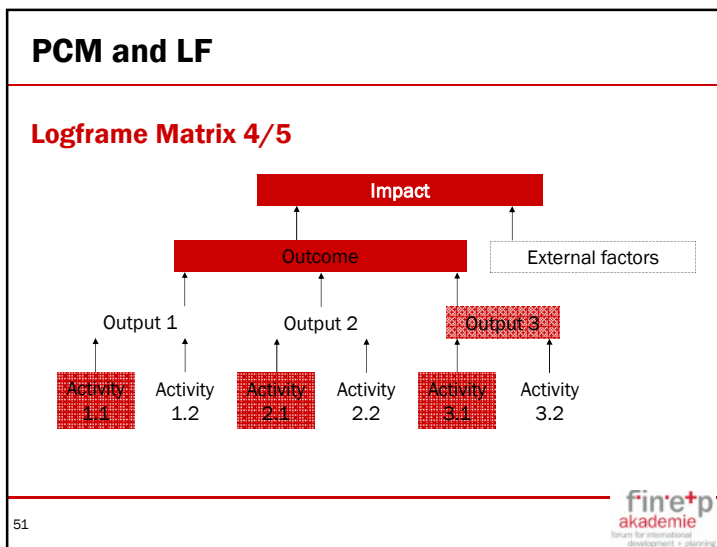
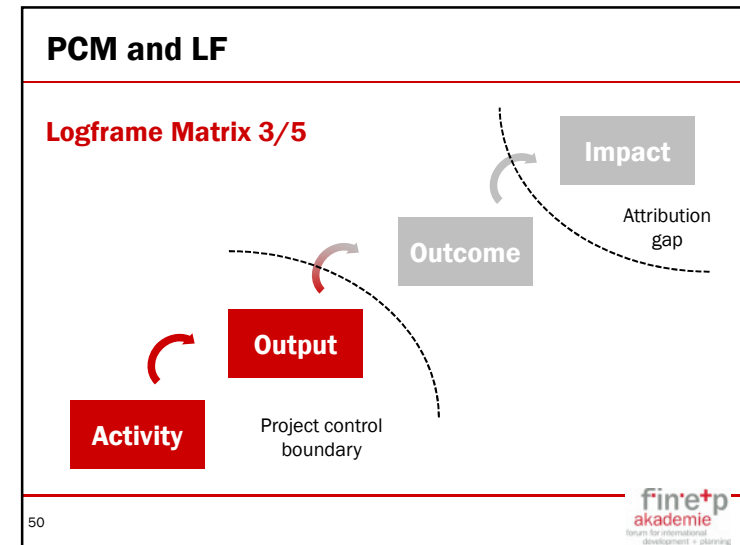
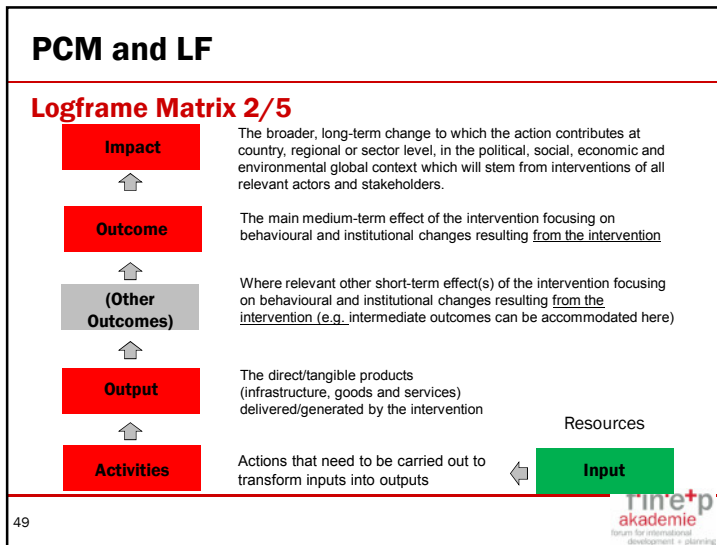
Results chain	Indicators	Means of verification	Assumptions
Impact			
Outcome	Outcome Indicator	Sources and instruments of data collection	Context
Outputs	Output Indicators		
Activities	Means and resources		

Shows, what the project wants to achieve

Shows the way to verify

Shows assumptions and preconditions in the context

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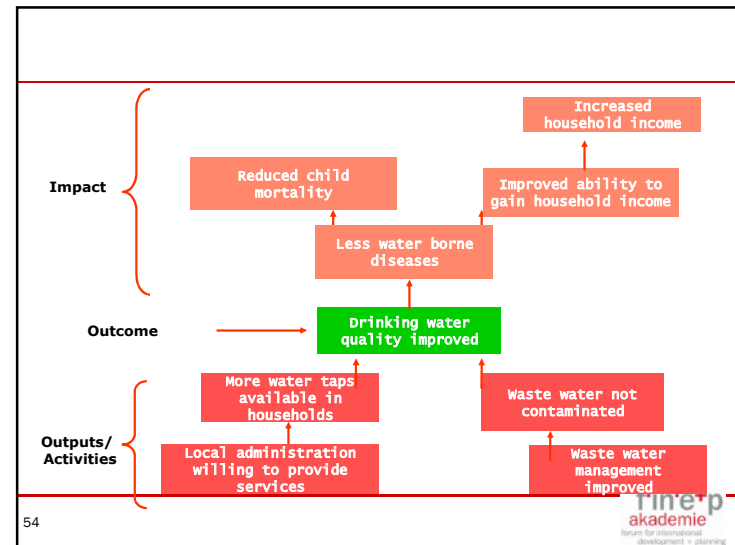
PCM and LF

How to design a convincing LF?

Develop the results chain first

- Use the information gathered in the objective tree
- Start with the outcome level: What does the project want to achieve?
- Move down to the output and activity level: What needs to be done and be provided in order to reach the outcome?
- Link the activities to the concerned outputs through numbering
- Check the logic once again

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Group work 5

Develop the results chain of your project

- Formulate the outcome, outputs and activities, then formulate the impact statement
- Include more activities if needed while reviewing the logical order

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Group work 6

Detailing the activities, beneficiaries, target groups

- provide more information on the activities, how many people will benefit from it, how will they be selected
- In case you are proposing trainings, how often will they take place?

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PCM and LF

Some remarks on indicators

- Indicators allow you to understand whether the intervention has been successful or is on track.
- They are formulated in response to the question: “How would we know whether or not what has been planned is actually happening or happened?”

⚠ **Keep in mind:** Someone has to monitor, collect and analyse data during the implementation period and preferably as cost effectively as possible.

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PCM and LF

Some remarks on indicators

Indicator: Percentage of male and female livestock holders who have increased their net income by at least 25%.

- Baseline:** average 200 US \$
- Target:**
 - Year 1: 210 US \$ (5%)
 - Year 2: 220 US \$ (10%)
 - Year 3: 250 US \$ (25%)

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PCM and LF

Some remarks on indicators

- S**pecific to the objective that it is supposed to measure – WHAT
- M**easurable (either quantitatively or qualitatively) - HOW
- A**vailable at an acceptable cost – WHY
- R**elevant to the information needs of a specific audience – WHO
- T**ime-bound – so that we know when we can expect the objective/target to be achieved – WHEN

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PCM and LF

Some remarks on indicators

- C**lear – indicators should be precise
- R**elevant – appropriate to the subject and evaluation
- E**conomic – can be obtained at a reasonable cost
- A**dequate – provide sufficient information
- M**onitorable – easily monitored and amendable to independent validation

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PCM and LF

Means of verification

- In the means of verification column, you provide information, where you get the data for measuring your indicators from
- This could be primary data (data collection by yourself) or secondary data (data collected by someone else)
- E.g. household survey, questionnaires, participant lists of trainings, pictures of infrastructure built,

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Group work 7

Define indicators

- Define at least 1 indicator on outcome and 1 indicator on output level
- Fill in the columns „indicator“, „baseline“ and „target value“
- Think about the way you want to collect the data for the indicator. Those are your „means of verification“.

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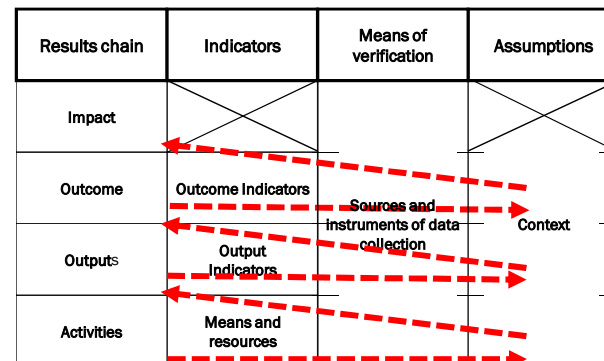
PCM and LF

Assumptions

- Assumptions are external factors
- Project management has no influence on them
- Those external factors or conditions must be present for the project being successful
- They are formulated as positive existing situations

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Horizontal logic of the logframe



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Session 5
Concept Note
The EuropeAid Proposal

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The EuropeAid Proposal – CN

EuropeAid
concept note
template

Structure of a Concept Note

- Narrative part
 - Table “Summary of the Action” (1 page)
 - “Description of the Action” (1 page)
 - “Relevance of the Action” (3 pages)
- Administrative part

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Contracting authority: European Commission
Civil Society Organisations as Actors of Governance and Development
work in the field

Annex A.1 – Grant application form - Concept note

Budget line(s): 2018/040-919
Reference:
EuropeAid/161370/DD/ACT/MW

Deadline for submission¹ of concept notes:
03/12/2018 at 12:00 (Brussels date and time)
(in order to convert to local time click [here](#))

(Number & title of list)	
Title of the action:	
Name of the lead applicant	
Nationality of the lead applicant	

Dossier No.
(for official use only)

Indicate the lot you want to apply for

Think about a catchy title

Indicate as registered in PADOR

Indicate as registered in PADOR and revise according to eligibility criteria of the guidelines

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1.1. Summary of the action

1.1.1. Fill in the table below:

Objectives of the action	<p><Overall objective(s): ...is your impact according to the logframe</p> <p><Specific objective(s) ...is your outcome according to the logframe</p>
Target group(s)²	All groups of people involved in the project, quantified if possible, e.g. 200 households, 20 extension workers, 5 veterinaries
Final beneficiaries³	All people who benefit from the project in the end, quantified if possible, e.g. all people living in a specific region, where the project takes place
Estimated results	Include your outputs of the project according to the logframe
Main activities	Include activities according to logframe, if you don't have enough space, cluster the activities and shorten the name

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The EuropeAid Proposal – CN

1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

- i. Give the background to the preparation of the action, in particular on the sector/country/regional context (including key challenges). Mention any specific analysis/study carried out to inform the design (context analysis)

Tips:

Make reference...

- to the general situation in the country/region
- to important policies on national or regional level
- to your previous work in the region and experiences (including studies carried out)

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The EuropeAid Proposal – CN

1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

- ii. Explain the objectives of the action given in the table in Section 1.1.

Tips:

- Mention the impact and outcome and explain them a little more
- make reference to the previous question and any national or regional policies (on impact level) and the demand of the target group (on outcome level)

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The EuropeAid Proposal – CN

1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

- iii. Describe the key stakeholder groups, their attitudes towards the action and any consultations held.

Tips:

- Name the stakeholders beyond the target groups, e.g. local authorities, public service providers, private entities
- Explain why all stakeholder groups welcome the project
- Try to mention at least one previous communication (meeting, email correspondence, telephone call) per stakeholder

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The EuropeAid Proposal – CN

1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

- iv. Briefly outline intervention logic underpinning the Action, indicating the expected outputs, outcome(s) and impact as well as underlying the main risks and assumptions towards their achievement.

Tips:

- Briefly explain the entire results chain and how it is interrelated: why the proposed outputs are necessary to achieve the outcome and how the outcome contributes to the impact
- Explain the horizontal logic of the logframe
- Describe assumptions that are likely to hold true, so the risk is minimized

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The EuropeAid Proposal – CN

1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

v. Briefly outline the type of activities proposed, including a description of linkages/relationships between activity clusters

Tips:

- Explain your strategy!
- Why have those activities been chosen?
- What are the main activity clusters?
- Is one activity contributing to several outputs? Where are linkages?

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1.2 Description of the action: cover all the 5 points in the instructions: (max 2 pages)

vi. Explain how the Action will mainstream relevant cross-cutting issues such as promotion of human rights, gender equality, democracy, good governance, support to youth, children's rights and indigenous peoples, environmental sustainability and combating HIV/AIDS (if there is a strong prevalence in the target country/region).

Tips:

- Review the policy documents mentioned in the footnotes
- Cross-cutting issues are relevant for the overall impact of the development work
- Every project should have a positive impact on gender, environmental sustainability and good governance
- Do not write something if the linkage is too vague!

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1.3 Relevance of the action (max 3 pages)

1.3.1 Relevance to the objectives/sectors/themes/specific priorities of the call for proposals

i. Describe the relevance of the action to the objective(s) and priority(ies) of the call for proposals.

Tips:

- Use the same wording for the objectives as in the guidelines
- Explain how the proposed action is going to contribute to the achievement of those objectives

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1.3 Relevance of the action (max 3 pages)

1.3.1 Relevance to the objectives/sectors/themes/specific priorities of the call for proposals

ii. Describe the relevance of the action to any specific subthemes/sectors/areas and any other specific requirements stated in the guidelines for applicants, e.g. local ownership etc.

Tips:

- Subthemes/ sectors etc. can be found either in section 1.2 or in section 2.1.4 of the guidelines
- Or could be whatever aspect that seems important according to the guidelines.
- Therefore a thorough reading of the guidelines is necessary!

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1.3 Relevance of the action (max 3 pages)

1.3.1 Relevance to the objectives/sectors/themes/specific priorities of the call for proposals

iii. Describe which of the expected results referred to in the guidelines for applicants will be addressed.

Tips:

- In some guidelines there are no expected results mentioned. In that case you can leave it blank or include N/A (not applicable)
- If there are results mentioned, refer to them one by one, explaining how the project contributes to their achievement!

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

i. State clearly the specific pre-project situation in the target country/countries, region(s) and/or sectors (include quantified data analysis where possible).

Tips:

- Describe the situation using statistics and data from secondary sources
- Make reference to any studies carried out by you or any other documents you are citing for statistics etc.
- Socio-economic data and poverty levels are mostly welcome here
- The situation analysis should be in line with the topic of the call for proposals and the proposed project
- E.g. you don't need to give an overview on the health situation, if this is not your project topic and the topic of the call for proposals

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

ii. Provide a detailed analysis of the problems to be addressed by the action and how they are interrelated at all levels.

Tips:

- Use your problem analysis to draft this section
- Describe the cause effect relations you identified in the analysis
- Only refer to problems that your project will actually tackle

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

iii. Refer to any significant plans undertaken at national, regional and/or local level relevant to the action and describe how the action will relate to such plans.

Tips:

- Is your project in line with national policies and strategies?
- Do also refer to any papers published by the EU
- The EU wants to see that you know the sector you are working in and that it is in line with their strategy in the country!

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

iv. Where the action is the continuation of a previous action, clearly indicate how it is intended to build on the activities/results of this previous action; refer to the main conclusions and recommendations of any evaluations carried out.

Tips:

- Refer to your experience with similar projects in the region/sector
- Did you carry out any evaluations of previous projects with the same topics?
- What were your lessons learnt with similar projects?
- The EU wants to see that you do have expertise in the area/sector you are applying for.
- Use phrases like:
 - ...xxx activities have proven to be effective
 - ...drawn from the lessons learnt, xxx will be implemented

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

v. Where the action is part of a larger programme, clearly explain how it fits or is coordinated with that programme or any other planned project. Specify the potential synergies with other initiatives, in particular by the European Commission.

Tips:

- The EU wants to see, that they are not double financing the same thing twice

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The EuropeAid Proposal – CN

1.3.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other development initiatives and avoidance of duplication)

vi. Explain the complementarity with other initiatives supported by the EU and by other donors (Member States & others)

Tips:

- The EU wants to see, that you are knowledgeable on their work in the sector/region and any other development action from other big donors
- Harmonization of donors (collective impact according to the Paris declaration on aid effectiveness)
- Mention that the solution to a specific problem with your project has not been tackled in the same way by any other donor
- Or that you can bring an added value to the aid delivery due to your expertise (e.g. form of organization, outreach to large number of people, contact to private sector...)

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The EuropeAid Proposal – CN

1.3.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

i. Give a description of each of the target groups and final beneficiaries (quantified where possible), including selection criteria.

Tips:

- Refer to your target group and beneficiaries assessment
- Should be aligned with description on page 1
- Quantify and give a list of selection criteria

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The EuropeAid Proposal – CN

1.3.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

- ii. Identify the needs and constraints (including capacity constraints) of each of the target groups and final beneficiaries.

Tips:

- Use the information from your stakeholder analysis
- What are the problems of the target groups
- Only mention the problems, that the project can bring a solution to
- All problems mentioned here will have a solution in the following question

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1.3.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

- iii. Demonstrate the relevance of the proposal to the needs and constraints of the target groups and final beneficiaries.

Tips:

- Explain how the project will tackle the problems
- Refer to the objective tree and the strategy analysis to get the data

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The EuropeAid Proposal – CN

1.3.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

- iv. Explain any participatory process ensuring participation by the target groups and final beneficiaries.

Tips:

- Explain how the target group has been involved in the planning process
- Explain if it is foreseen to include the target group in the project implementation, e.g. through a steering committee, other structures to be actively involved in the project

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The EuropeAid Proposal – CN

1.3.4 Particular added-value elements

Indicate any specific added-value elements of the action, e.g. the promotion or consolidation of public-private partnerships, innovation and best practice.

Tips:

- Explain the cooperative model if it is the focus of the project
- Explain any other innovative approaches

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The EuropeAid Proposal – CN

How to draft a compelling Concept Note? 1/3

- Is the **project's title convincing and appealing**? Does it reflect the project's content?
- **Major changes** between concept note and full proposal **are not permitted**. The content in these two documents is interlinked. **Thoroughly think through** the project's logical structure from the start.
- Although the **logframe** is not required at concept note stage, always develop it because it is the **structural/ logical frame of your project**.

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How to draft a compelling Concept Note? 2/3

- In the **“Relevance”** section, always make direct reference to the **content requirements** in the respective guideline.
- Explain in the **“Relevance”** section **WHY** your project ought to receive a grant from the EC. This section is not about the HOW (the activities).
- Always **keep the structure (of guiding questions)** of the concept note. You may want to shorten the headings to save some space.

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The EuropeAid Proposal – CN

How to draft a compelling Concept Note? 3/3

- Are you able to answer the questions in the **evaluation grid** without any problems? If yes, well done! You are on the right track.
- **Always state the obvious fact**. The evaluator will not read between the lines.
- **Be careful with jargon**. The evaluator may not be an expert in your specific topic. Use the terminologies in the guideline as an indication.
- **KISS** – Keep it short and simple!

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Session 6
Full proposal

The EuropeAid Proposal

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The EuropeAid Proposal – FP

Structure of a Full Proposal 1/3

- Narrative part
 - General information
 - The action
 - Description of the action
 - Description (max. 13 pages)
 - Methodology (max. 5 pages)
 - Indicative action plan (max. 4 pages)
 - Sustainability of the action (max. 3 pages)
 - Logical Framework (external Annex C)
 - Budget (external Annex B)

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The EuropeAid Proposal – FP

Structure of a Full Proposal 2/3

- Administrative part
 - The action
 - Lead applicant's experience
 - Co-applicant's experience (if applicable)
 - Affiliated entity's experience (if applicable)
 - The lead applicant
 - The co-applicant
 - Affiliated entity participating in the action
 - Associates participating in the action
 - Checklist for the full application form

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The EuropeAid Proposal – FP

Structure of a Full Proposal 3/3

- Declaration by the lead applicant
- Assessment grid for the full application

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The EuropeAid Proposal – FP

Main differences CN and FP

- The CN focuses on the **why**, the FP on the **how**
- The FP focuses
 - on the design of the action (result chain) and the detailed description of activities
 - the budget allocated for each of the activities and for administration of the project
 - the technical and financial capacities of the organization
 - the way the project will be monitored (indicators)
 - The implementation approach (the strategy)

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 1/8

- The evaluator is most likely different from the one assessing the Concept Note.
- Description
 - Expand on the information provided in the Concept Note
 - Elaborate in detail on the impact and outcome and their interrelation

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 2/8

- Organise the activities per Output and include the following information:
 - TITLE of activity
 - WHAT will be implemented? – detailed description of activities
 - WHY will it be implemented? – justification of the choice of activity and how it will address the identified problems
 - WHO will implement it? – roles and responsibilities of applicant and co-applicant(s)
 - WHO will benefit? – number of target groups and final beneficiaries and how the project will improve their situation

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 3/8

- Methodology
 - Do not underestimate the amount of work that needs to get into this section.
 - It is not about how individual activities are implemented but about the strategies the project is based on, e.g.:
 - Following a human-rights based approach
 - Working along the value chain through a demand driven approach
 - Women's role in processing and marketing

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 4/8

- Explain how your project is linked to other projects (your own, from different organisations, and the EU). Expand on the information provided in the Concept Note.
- Elaborate on your Monitoring and Evaluation system. How will you set it up? How will you develop indicators?
- Detail the roles and responsibilities of the applicant, co-applicant(s) and stakeholders. Also highlight capacity of co-applicant(s) and your previous experience in working with them.

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 5/8

- Outline your visibility plan. This paragraph is very important because the EU wants to see its own funding acknowledged. Mention what activities you intend to carry out that go beyond stickers and t-shirts.
- Sustainability of the action
 - This is one of the most difficult sections to write:
 - A lot of information needs to be concisely presented in only 3 pages.
 - It is looking into the future, beyond the project's lifecycle.

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 6/8

- Envisage the impact your project will have at technical, economic, social and policy level.
- Describe the potential for replication.
- Provide a thorough risk analysis and contingency plan.
 - Particularly take physical, environmental, political, economic and social risks into account and provide corresponding mitigation actions.
 - Assign an appropriate probability (low/medium/high) and likely impact (low/medium/high).
- Elaborate on the assumptions included in the LF Matrix.

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 7/8

- The most challenging paragraphs of the sustainability section are at the end: ensuring the sustainability of the project after the EU's financial support has ended.
 - Financial sustainability
 - How are you planning to ensure funding of your project? Which fundraising efforts will you employ?
 - Institutional sustainability
 - What structures will be in place that would allow to project to continue? How will local ownership be guaranteed? Strengthening local capacity will be key!

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The EuropeAid Proposal – FP

How to draft a compelling Full Proposal 8/8

- Policy level sustainability
 - Will the project lead to amended, revised, new or abolished policies?
- Environmental sustainability
 - What measures will be put in place to avoid negative effects of the project on the environment?

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Session 7
Budget

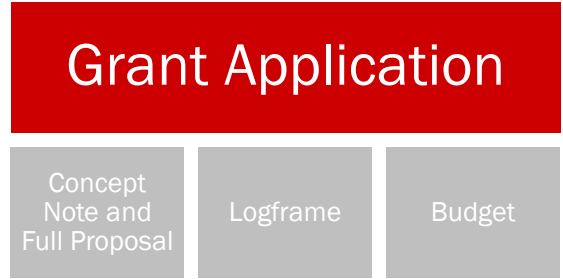
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The EuropeAid Proposal – Budget

What is a budget? 1/2



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The EuropeAid Proposal – Budget

What is a budget? 2/2

- Proposal stage
 - It is a planning tool.
- Implementation stage
 - It is a control and monitoring tool.
 - It is flexible and should be kept updated.
- Reporting stage
 - It is a financial compliance tool (sub-totals and totals constitute spending limits).
 - It mirrors the financial report.

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The EuropeAid Proposal – Budget

The budget template

- Excel spreadsheets
 - Budget
 - Justification
 - Expected sources of funding

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Budget spreadsheet 1/2

- Budget headings
 1. Human resources
 2. Travel
 3. Equipment and supplies
 4. Local office
 5. Other costs and services
 6. Other

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The EuropeAid Proposal – Budget

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Budget spreadsheet 2/2

- Columns
 - Unit
 - # of units
 - Unit value
 - Total costs

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The EuropeAid Proposal – Budget

Justification spreadsheet 1/2

- Do not “neglect” this sheet. It is extremely important for the evaluation of the budget.
- Do not underestimate the required workload.
 - If you are approaching submission deadline, allocate sufficient time (at least one full working day) for filling in the sheet.

👍 RECOMMENDATION: Allow time already during project design for project/programme staff and finance staff to jointly work on this sheet.

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The EuropeAid Proposal – Budget

Justification spreadsheet 2/2

- Clarification
 - Why and to which extent is this budget line required to implement the activity?
- Justification
 - How has the presented expenditure been calculated? What is the rationale behind the chosen unit value?

⚠ Be as specific and detailed as possible!

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The EuropeAid Proposal – Budget

Expected sources of funding spreadsheet

- Enter the contribution by the EU (i.e. max. % of total costs allowed by the CfP).
- Enter the co-financing amount (i.e. “own contribution” by the lead applicant).
 - Third-party co-financing is allowed (except: no other EU funding sources) and can reduce your own contribution.
- EU contribution + own contribution must match the total costs.

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The EuropeAid Proposal – Budget

Filling in the budget template

- Do not change the overall structure.
- Add budget lines below the specified sub-headings and number them consecutively.
- Define/determine the most appropriate unit (e.g. per month, per diem, per flight, etc.).

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The EuropeAid Proposal – Budget

Eligible Costs 1/2

- Are **incurred during the implementation** of the Action as specified in Art. 2 of the Special Conditions.
- Are **indicated in the estimated overall budget** for the Action.
- Are **necessary** for the implementation of the Action.
- Are **identifiable and verifiable**, in particular being recorded in the accounting records.
- Are **reasonable, justified** and comply with the requirements of sound financial management.

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Eligible Costs 2/2

- Guideline for grant applicants
 - Specifies eligible and ineligible costs for the specific CfP. There might be slight differences to the rules for eligible costs presented in Art. 14 of the General Conditions.
 - Evaluation criteria for the budget/cost-effectiveness of the Action, section 2.3 of the Guideline (15/100 points).
 - Are the activities appropriately reflected in the budget?
 - Is the ration between the estimated costs and the expected results satisfactory?

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The EuropeAid Proposal – Budget

Direct Costs

- All budget lines in budget headings 1 to 6.
- Directly connected to activities and project implementation.
- Must be verifiable through concrete supporting documents.
- *“Direct costs are expenses strictly related to the implementation of the Action, and exist only by consequence of its implementation.”*
(DEVCO Companion, Art. 14.7)

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Indirect Costs (“administrative costs”)

- Fixed percentage amount (7% flat rate) added to the direct costs.
- Represent part of the beneficiary’s overheads and are not directly linked to the implementation of the Action.
- Do not have to be proven by supporting documents, but ought to be justified if requested.
- Must not overlap with direct costs.

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The EuropeAid Proposal – Budget

Useful tips: Activity-based budget

- Based on the activities of the results chain
- Participatory budget planning tool
- Guarantees interconnection between concept note, full proposal, logframe and budget
- Structured method of reviewing and thinking through each activity in detail
- Budget share per partner is already incorporated

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The EuropeAid Proposal – Budget

Exercise: Activity-based budget

- Please work in groups of five for about 20 minutes.
- Imagine you were tasked with budgeting this workshop:
 - Please brainstorm which costs may be incurred
 - Please assign to the identified costs a budget heading:
 1. Human resources
 2. Travel
 3. Equipment and supplies
 4. Local office
 5. Other costs and services

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Useful tips: How to fill in the budget 1/4

- Wherever it is possible, attach the activity number (e.g. A 1.1, A 3.2.1) to the corresponding budget line in the sheet “1. Budget” and “2. Justification”.

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Useful tips: How to fill in the budget 2/4

- Wherever it is possible, merge/combine similar expenses into one budget line.
 - Enter the details and basis of calculation into the “Justification” sheet.
- ⚠ **Keep in mind:** The less detailed the “Budget” sheet, the more detailed the “Justification” sheet must be.
- **Exception:** Always keep staff costs separated for transparency reasons.

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Useful tips: How to fill in the budget 3/4

- Always adhere to a coherent numbering of budget lines to facilitate understanding, evaluating and retracing costs in the reports and in communication with the EC.
- Example
 - 1.1 Salaries local staff
 - 1.1.1 Technical
 - 1.1.1.1 Country Director
 - 1.1.1.2 Project Manager

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Useful tips: How to fill in the budget 4/4

- Avoid rounding errors. “Total costs” and “Unit values” must be rounded to the nearest EUR (no decimals). Excel’s “=ROUND” formula is very handy.
- Allow sufficient time for project and finance staff to check concept note, full proposal and budget for inconsistencies. They will cost you points in the evaluation.

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