



Result Oriented Proposal Development for Restricted Funding

By Dr. Nicolas Gennrich

Purpose of this training session

- Provide an understanding and practical guidance on result oriented proposal development and budgeting
- Enable participants to improve the effectiveness and persuasiveness of project proposals ensuring utmost quality standard and competitiveness of ACBF

Presentation Outline

- Categories of Proposal Development
- Proposals versus Concept Notes
- Donor requirements
- Quality assurance and enhancement (alongside the proposal/concept note template)
- Process of Proposal Development
- Budgetary Development aiming at full cost recovery

Categories of Proposals

There are four **categories**:

- 1) Open calls for proposal (open competition)
- 2) Proposals are developed based on previous discussions/contacts with the donor or ACBF own initiative
- 3) ACBF is partnering but does not take the lead
- 4) The proposal is developed for a new phase of an existing project

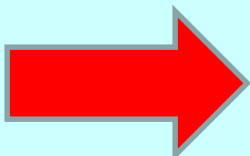
Proposal versus Concept Note

Concept Note:

- 1) A Concept Note shall capture the main idea and related purposes and key activities of a proposed project. It should also include a preliminary budget (at least lump sum)
- 2) A Concept Note is not as detailed as a full proposal, should be between 2 and 5 pages but also have the project overview page

Proposal:

- 1) A full proposal is more detailed and includes frequently Annexes such as budget template, Log-Frame and supporting documents; length approx. 15 pages excluding Annexes



Very frequently, donors prefer to receive initially a Concept Note and request based on success a full proposal. Both, Concept Notes and Proposals need to be equally convincing.

Donor Requirements

Most donors (IFAD, USAID, GIZ, EU) have their own template. It is crucial that proposals ensure full donor compliance in terms of contents, structure and budgeting. Specifically, donor requirements refer to:

- Themes, geographical dimensions
- Following exactly their template and submission procedures
- Sticking exactly to donors' administrative (ex. Supporting documents) and financial regulations

Quality Assurance and Enhancement

Essential for convincing the donor

In terms of quality assurance and enhancement two dimensions are distinguished:

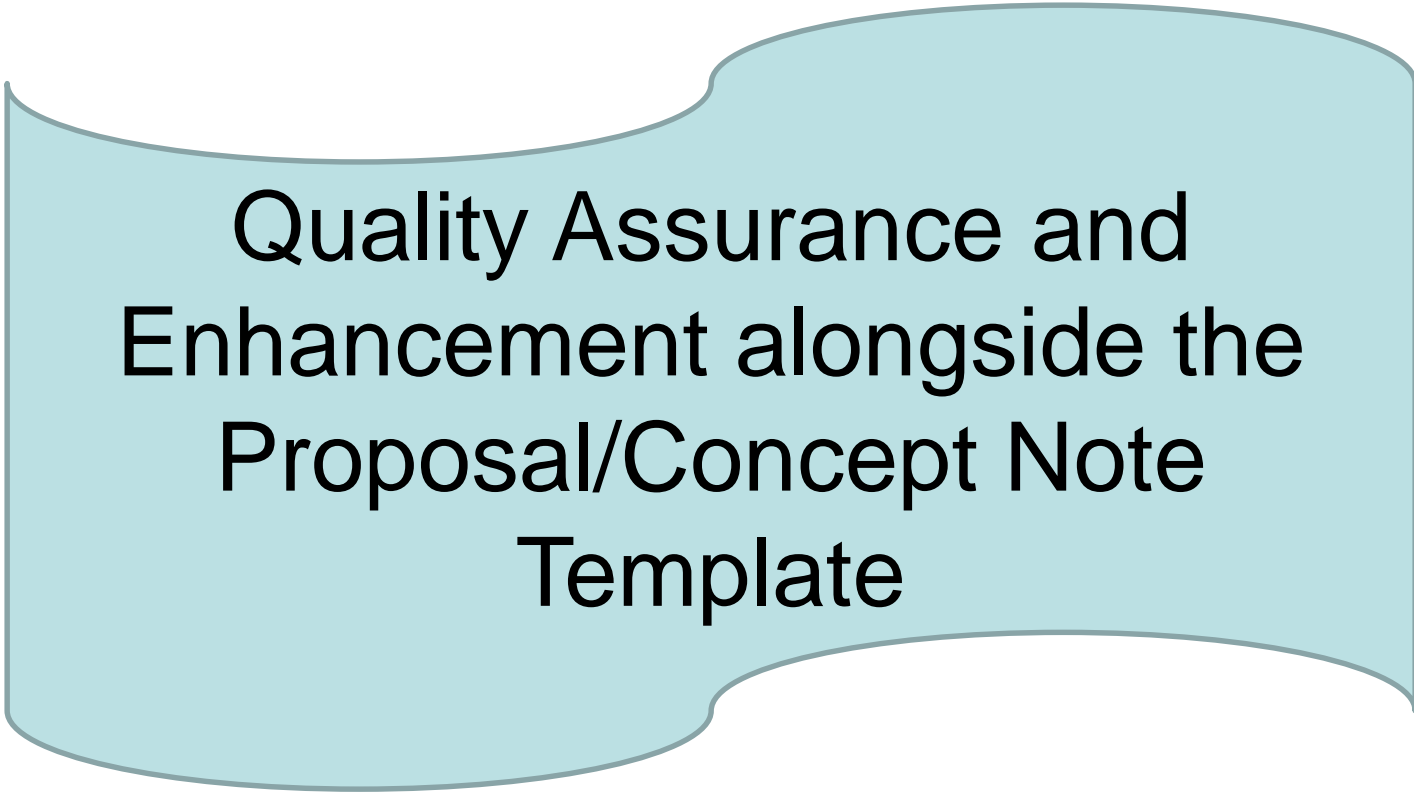
- 1) the dimension from the perspective of capacity building
- 2) the structure, management and finance of the proposal

Quality criteria from the **capacity building perspective**:

- Innovativeness in capacity building (niche)
- Compliance to donors: thematic areas/key words need to be addressed, regions/countries
- Theory of change responds to the needs of beneficiaries; tailored capacity building: strategic partnerships, offering technical support, and providing access to relevant knowledge
- Tangible outputs; outcomes and impacts are realistic and achievable during the project's life and budget

Criteria regarding the structure, management and financial dimension

- Clear structure, sound articulation, excellent language making the proposal as convincing as possible. The donor must identify the value for money even in the project overview page.
- Costing needs to be realistic with clear alignment between the budget allocation and projected activities.
- Compliance with formal donor requirements
- Sound and effective approach for project implementation and management



**Quality Assurance and
Enhancement alongside the
Proposal/Concept Note
Template**

Concept Note/Proposal Template: Project Overview

Project Title:

Targeted countries:

Overall Goal:

Thematic key words:

Involved partners/stakeholders:

Requested amount:

Project Duration:

Template: Concept Note/Proposal Development

- 1) Background/justification
- 2) Rationale
- 3) The proposed project
 - 3.1) Goal, objectives,
 - 3.2) Outputs/outcomes,
 - 3.3) Activities,
 - 3.4) Involved stakeholders/partners and intervention area)
- 4) Expected Impacts and potential risks (only for full proposal stage)
- 5) Implementation arrangements (includes brief description of M&E)
- 6) Suitability of ACBF for this proposed program
- 7) Project duration and preliminary budgeting

Background and Justification

The main purpose is

- to provide a profile on the situation that a country or region is facing, ex. preparedness for crises (diseases, drought), employment opportunities, fragile states.
- Already this section serves **to draw attention** that the donor detects the necessity and value to provide funding.

Rationale of the Project

The main purpose

- To underline how exactly the project shall address the needs identified in the section “Background and Justification”.
 - to give an account on initiatives (projects, governmental interventions) previously conducted or ongoing
 - to assess the success of these strategies and to identify the gaps that call for the need for the presented project.

The Proposed Project

Encompasses

- Project goal and objectives,
- Project outputs, outcomes,
- Project activities
- Involved stakeholders/partners and intervention area

Overall Goal and Specific Objectives

- **Overall Goal:** It is important to point to broader goals such as the improvement of livelihoods but being as concrete as possible, stating for example “through the creation of decent work”
- The specific objectives shall disaggregate the overall goal giving an understanding what specifically the project shall achieve

- The objectives need to be clear and coherent with the expected project outputs, outcomes and impacts
- At this stage the donor needs to understand at a glance why should the project be funded

Project Outputs and Activities

- Project **outputs** are utilized by our target groups.

Examples for outputs are

- Improved technical and managerial skills to set up SMEs,
- Learning material developed and distributed to beneficiaries

The time dimension for outputs is fairly short-term oriented

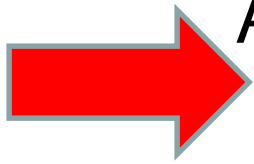
Project activities are conducted by ACBF and partners. ACBF shifts away from grant giving institution and hence shall take the lead in managerial and technical project implementation. Activities are crucial for delivering tangible outputs.

Project Outcomes

We need to convert project outputs to medium-term oriented **project outcomes** through dissemination and capacity building

Key actors for this process are

- Governments
- Private sector federations
- Civil Society Organizations (CSOs)
- Partnership Departments of the AUC and RECs.



At this stage of dissemination, outcomes are reflected by adaption, use and influence.

Project outcomes are mid term oriented. Examples are:

- Shift in prioritization at governmental level on political Agenda of development issues according to SDGs (decent work, green investments, balanced nutrition, tobacco control)
- Institutional framework for partnership development established
- Regulatory framework at government conducive for decent job creation through capacity building

Involved stakeholders/partners and intervention area

- The decision on project partners with ACBF depends on donor requirements, the type of project, partner expertise and positive experience with partners (NGOs, CSOs, AUC, RECs).
- The definition of the intervention area and target group shall be a result of a needs assessment that can be conducted either empirically or through research on secondary data or by a combination of both.

These definitions of beneficiaries need to be very precise, not generic

Expected Impacts at Capacity Building level

Expected impacts are long term oriented and should be in line with one or several of the strategic results defined in ACBF Strategy 2017 – 2021

- SR.1.Enhanced capacity of Pan-African institutions and RECs for managing Africa's transformation agenda
- SR. 2. Increased capacity of state actors to effectively deliver on development results
- SR. 3. Enhanced capacity of private sector and civil society to engage in development
- SR. 4. Increased access to and use of knowledge for capacity development

Expected Impacts at Community, scientific and capacity level

Expected Impacts at community level

Economic Impact

- Increase in monetary income and food security and the means to achieve this

Social Impact

- Improved standards of living, e.g. education, housing, health, balanced food, resilience to food crises

Environmental Impact

- reduced land degradation, water savings, adaptation to climate change

Scientific Impact:

- Improved understanding of the scientific topic related to the project
- Research findings and publication

Capacity Impact: (Apart from SR 1 to SR 4)

- Awareness on part of all in the project involved stakeholders and individuals on the importance of the project's topic for development
- Improved capacity to utilize appropriate tools for encountering the situation according to the project's context in order to move out of poverty

Implementation arrangements

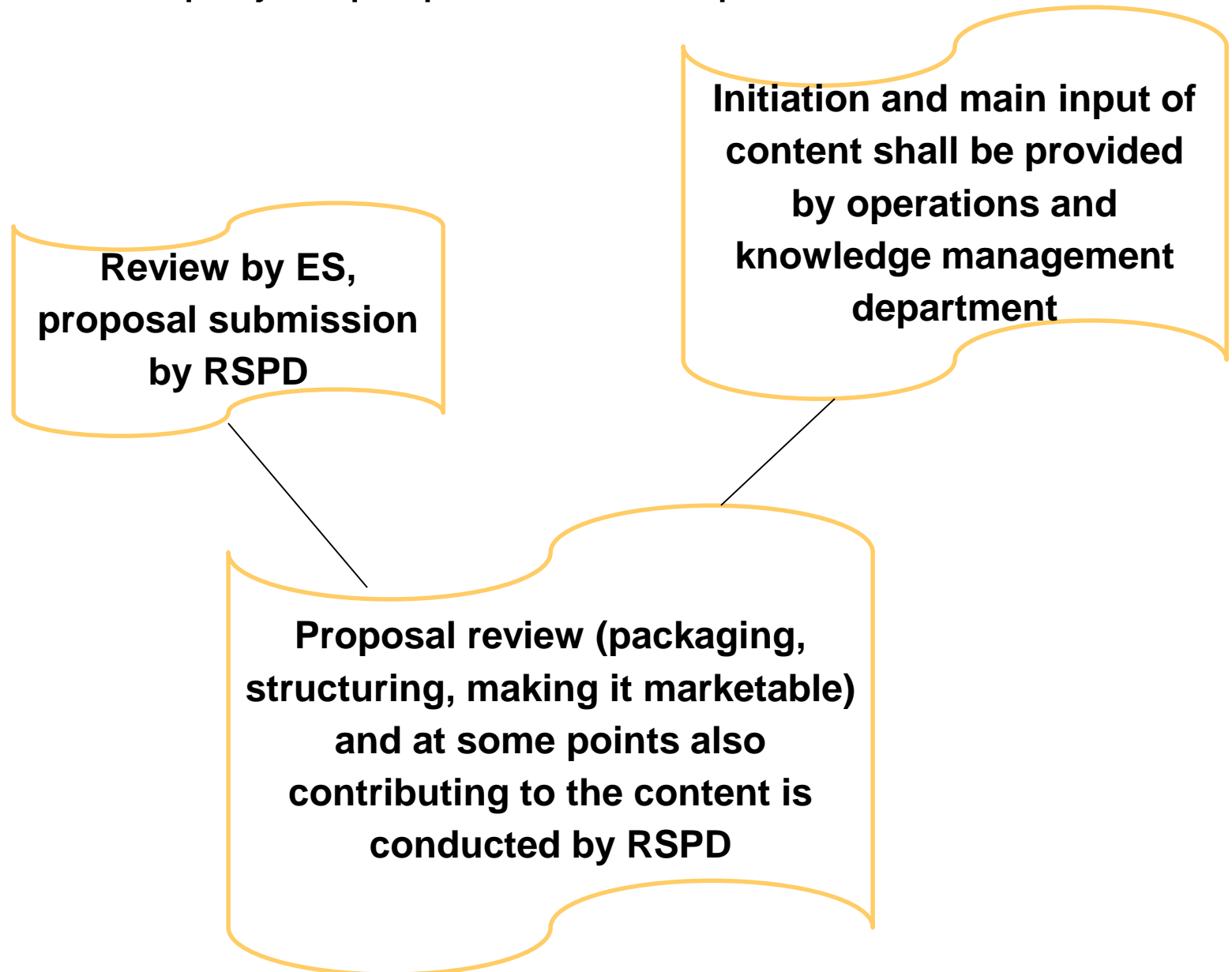
- Focuses on project management, defining the main responsibilities (coordination and implementation) of the parties involved in the project; ACBF should assume overall coordination, if ACBF is the lead institution in the proposed project.
- This section also needs to explain briefly the roles of the partners.
- M&E shall be a part of this section though at proposal/concept note stage not too many details shall be provided. The document should briefly outline the approach and methodology.

Suitibility of ACBF for the proposed project

Donor needs to be convinced why ACBF shall lead the proposed project and get funded. Focus is to provide a brief profile of ACBF, emphasizing the following:

- Expertise and experience of ACBF needs to be highlighted, specifically ACBF history and success stories of similar projects and interventions
- ACBF performance and success in having cooperated previously with the partners, which are envisioned for the proposed project.

Procedure and responsibilities in the development of project proposals/concept notes





Budgetary development - ensuring
Full Cost Recovery


Structure of a preliminary cost table

Category of Expenditure	ACBF	Other Institution if applicable	Total (US\$)
1 Personnel			
2 Capital and equipment for project implementation			
3 Operational expenditures			
3.1 Meetings and workshops			
3.2 Training			
3.3 Local and international travel			
3.4 Facility, communication and publications			
3.5 IT Charges			
Total direct costs			
Indirect costs			
Grand Total			

Budgeting for Personnel:

Personnel budgeting requires Information on

- Level (job group title) and respective salary scale, on costs if applicable
- Timely involvement of staff in either percentage or working days per year

 The annual monetary value is multiplied by percentage or working day proportion accordingly, 1 year = 220* days

* Number to be confirmed

To sum up, outstanding quality of proposal submission is resulting in project approval of the donors

Effective project implementation enhances a multiplier effect creating higher degree of approved project proposals

Investment



Benefits



Poverty
reduction

Thank you very much
for your attention