

Writing a Successful Co-financing Application

Vienna 16 February 2010

Presentation Part One

Steps to prepare the project
Logical framework analysis

Steps in proposal writing

Proposal writing

Stakeholder analysis

Analysis of development issue/situation

Participatory design with stakeholders

**Setting objectives and logical framework
analysis**

Defining activities and resources

Drafting budget

From plan to logical framework

What is our vision of the future?	Overall objectives
Where would we like to be in the next 3 years	Specific objective
What are the main things that need to be delivered by the project to achieve the vision?	Results
What needs to be done to deliver each of these?	Activities, inputs and budget
What risks are there that the project might fail?	Assumptions and risks

EC Logical framework matrix

	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
Overall objectives	What are the overall broader objectives to which the action will contribute?	What are the key indicators related to the overall objectives?	What are the sources of information for these indicators?	
Specific objective	What specific objective is the action intended to achieve to contribute to the overall objectives?	Which indicators clearly show that the objective of the action has been achieved?	What are the sources of information for these indicators?	Which factors and conditions outside the beneficiary's responsibility are necessary to achieve that objective? What risks to consider?
Expected results	The results are the outputs envisaged to achieve the specific objective.	What are the indicators to measure whether and to what extent the action achieves the expected results?	What are the sources of information for these indicators?	What external conditions must be met to obtain the expected results on schedule?
Activities	What are the key activities to be carried out and in what sequence in order to produce the expected results? (Group activities by result)	Means: What are the means required to implement activities? E.g. personnel, equipt, training, studies, supplies, operational facilities etc.	Sources of information about action progress? Costs:	What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for implementation of activities?

Why logframe analysis?

- It makes us analyse project need
- It makes us test out the hierarchy of objectives relative to achievements.
- It will help us define activities and budget
- It ensures that assumptions are tested and risks identified at the outset.
- It sets up the indicators for measuring progress and achievement.

LFA definitions

Overall objective(s): The broad development impact to which the project contributes at a national or sector level.

Specific objective: The expected change/benefits that your project will bring about. It should be measurable and achievable.

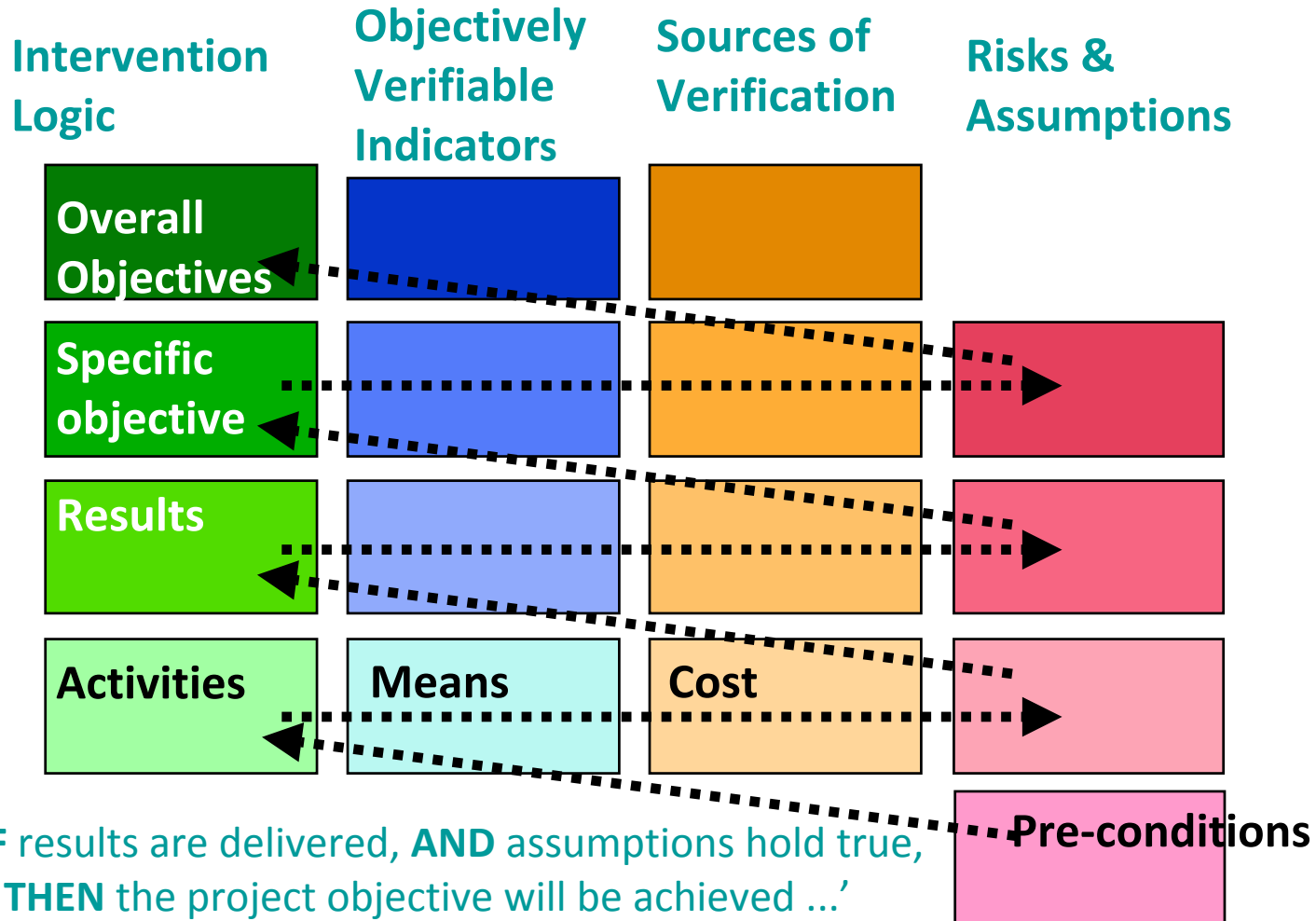
Results: Tangible results – delivered, produced, by carrying out activities.

Assumptions and risks

4th column

Assumptions are factors external to the project which are likely to influence its work but over which it has little or no control.

Logframe Basics



Objectively verifiable indicators

2nd column

- OVI specify realistic targets for measuring if the objectives have been achieved
- They provide the basis for monitoring, review and evaluation

Means of verification

3rd column

Sources of information that are used to provide the information for indicators. They should be realistic – cost and time

Means (inputs) and resources

Inputs are the resources necessary to carry out the activities. For example:

- Human resources - staff, short-term consultants, per diems.
- Materials - equipment, supplies.
- Travel
- Facilities, communication costs

Break each activity down into groups of tasks and work out resources and costs.

Writing the co-financing proposal

Information to include

Messages to communicate

Relevance: WHY is the project needed?

MESSAGE:

- The project responds to the objectives of the EC as stated in the Guidelines.
- The project addresses a clearly defined development problem/issue – you have research/evidence/information/baseline to back this up
- The project is RELEVANT to the target groups. You have developed it in a participatory way.

Relevance: Build your case

- Basic statistics; baseline surveys; studies; other research, lessons learned from previous experience. Quote sources.
- Your own/partners' analysis with target groups and other stakeholders to establish relevance of the issue.
- Fit with EC/government/international policy
- What others are doing in this field?
- Clearly defined target groups, stakeholders and partners.

Stakeholders and target groups

Stakeholders : an individual, community, group or organisation with an interest in the outcome of the project. Can be affected positively or negatively. Can influence project in a positive or negative way

Target groups: Groups or entities who are targeted by the awareness raising or education activities of the project.

NB: ED project format does not ask you to define beneficiaries of the project.

Details for target groups

- Give estimated numbers.
- Define in terms of social category, age group, gender etc.
- How were they identified?
- Why were they selected?
- What consultation has been undertaken with the target group in designing the project?
- How are they affected by the development problem/their attitudes to it?

Tip

- Do not be afraid of stating the obvious. Explain clearly how your project fits each of the objectives and relevant priorities of the Guidelines
- Do not make the assumption that the evaluator will 'read between the lines'.

Objectives and results

The message:

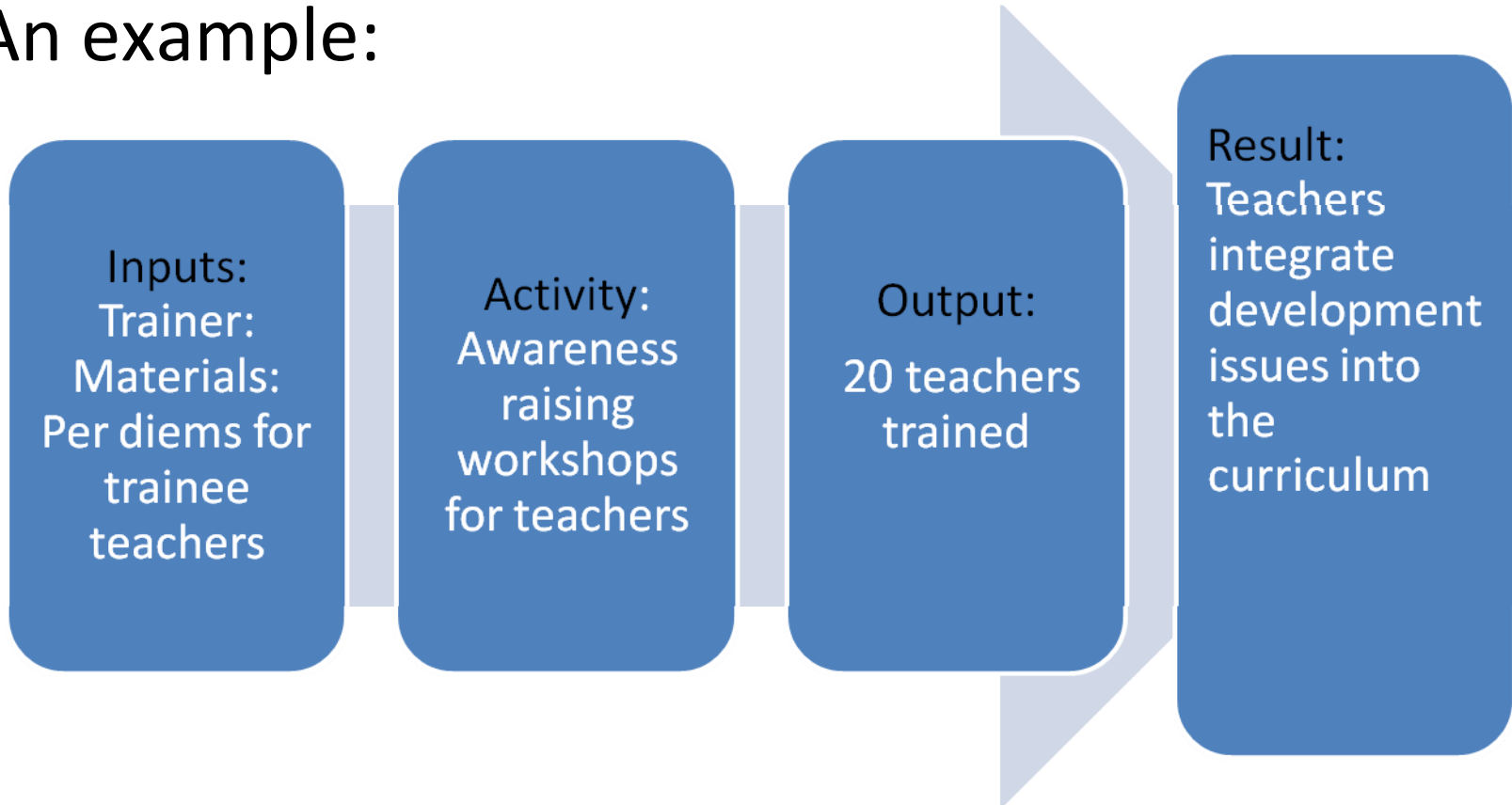
- The project will bring about measurable benefits to the target groups and beneficiaries.
- You have set clear objectives that are achievable within the time-frame.
- The benefits will last beyond the life-time of the project.

Objectives and results : Build your case

- Use first column of logframe to state your overall and specific objectives.
- Use first column of logframe to define expected results.
- Activities produce quantifiable outputs which together help to achieve results.

Inputs and outputs

An example:



Tip

- Do not over-generalise or be over-ambitious when describing results.
- Test your logic: if I do this activity, will it really achieve this result?
- Conversely, are there any activities to bring about the result I am claiming?

Presentation : Part Two

Defining activities

Risks and assumptions

Project effectiveness and feasibility

The Message:

- The activities are practical and well planned.
- They are consistent with the stated objectives and results.
- They will contribute to achieving your results.
- They are the most cost-effective way of doing this.
- **BONUS POINT:** There are innovative and replicable elements that will generate lesson learning

Feasibility: Build your case

- **Group activities by result.**
- **Concept Note:** Describe main groups of activity.
- **Full proposal:** Elaborate in detail each activity, giving quantified information. How many, how often, who, how?
- **Justify choice of activity** (builds case for effectiveness)
- Discuss **multiplier effects** (Replicability)

Participation and Partnerships

The message:

- The people who will benefit from your project, including your partners, have been and will be fully involved at every stage.
- You have good partnerships, built on trust, transparency and mutual support.
- Capacity building is an integral part of the project.

Participation: Build your case

- **Define roles of:**
 - Partners
 - Target groups
 - Other stakeholders
- Discuss the **ATTITUDE** of stakeholders such as local or national government or private sector. **Be honest** about the possible negative attitudes of some stakeholders (Ref: risk assessment and mitigation).

Assumptions and risks

Pre-conditions: Assumptions that are fundamental to success before project design can begin.

Things to consider:

Local people's attitudes and expectations

Government plans, attitudes and expectations

Economic conditions

Broader political context

Assumptions at activity, result and specific objective level. Be specific about external factors that must hold good at each of these levels.

Assumptions and risks

Risk analysis + mitigation = assumption

Consider physical, environmental, social, political and economic risks.

Identified risk (must be external factor)	Mitigation of risk	Assumption
High drop out rate among young people who train to be climate change community activists.	Post training mentoring support for trainees and further training incentives	Awareness raising and support sufficient to minimise drop-out rate of young volunteers

Sustainability

The message:

- The benefits of the project will last beyond its life-time.
- You have built strategies into the project that will help maximize sustainability once it has ended.

Sustainability: Build your case

Address each of these points:

- Financial: How will activities be financed after the end of the project?
- Institutional: Will there be structures in place to allow activities to continue?
- Social/cultural: behaviour change
- Policy: Will the project lead to changes in law, codes of good practice, better integration of development issues?

Tip

- Do not run out of energy before you get to sustainability questions. This is often a weak part of proposals
- Do not waffle: examine each specific point and 'unpack' the issues.
- Remember that structural sustainability (legislative/policy & support of authorities) is one of the key ways to ensure sustainability.

Good luck