

# tearfund

# Contents

1. Introduction	1
2. The Format for Narrative Proposals	2
3. The Format for Logical Framework Matrices	7
4. The Format for Programme Budgets	10
5. Bank Details	16
6. Glossary	17
<b>Annexure 1:</b> Supporting Partner Application Procedures	19
<b>Annexure 2:</b> Differing Requirements	21
<b>Annexure 3:</b> The Format for Simplified Proposals /Concept Notes	25
<b>Annexure 4:</b> International Standards	28
<b>Annexure 5:</b> Example of Good Practice Proposal	29

## 1. Introduction

- 1.1 Background**—These Proposal Guidelines have been jointly developed by a group of Implementing Partners and Supporting Partners within the Micah Network, over an 18 month period. The process started following a “strategic consultation” on partnership at which Supporting Partners heard the concerns from Implementing Partners about the administrative burden caused by differing proposal and reporting requirements. Two regional working groups of Implementing Partners (in Asia and Africa) and a working group of Supporting Partners were established to participate in the process and to develop the draft documents. All Micah Network members were invited to provide comments and suggestions prior to finalisation of the Guidelines.
- 1.2 Projects and programmes**—Proposal and reporting guidelines often refer to both “programmes” and “projects”. For simplicity, the word “programmes” has been used throughout the Guidelines, but should be understood to include both “programmes” and “projects”.
- 1.3 Application procedures**—Supporting partners who have adopted these Guidelines will continue to follow their own application procedures. Please refer to these in Annexure 1 prior to submitting the proposal for details. Each supporting partner has their own priorities and strategies in place and will need to assess the proposal in the context of those priorities and strategies. It is suggested that Implementing Partners contact the relevant Supporting Partner for details of country strategies and sectoral priorities prior to submitting a proposal.
- 1.4 Differing requirements**—These Proposal Guidelines and the underlying proposal format are expected to cover most, and in some cases all that the Supporting Partner needs to know to decide on funding. Where the Supporting Partner has additional or reduced requirements they will give

details and guidelines in Annexure 2.

- 1.5 Simplified proposal format**—Some supporting partners may allow a simplified version of the proposal format to be submitted in certain circumstances as detailed in Annexure 1. The format for Simplified Proposals is as given in Annexure 3.
- 1.6 Questions not applicable**—Some questions may not be relevant to the context in which the Implementing Partner is working. Please mention this in the relevant section of the proposal, explaining why the question(s) do not apply.
- 1.7 Glossary**—A Glossary section explaining the meaning of key terms can be found on page 17. References to “Supporting Partner” should be interpreted as the organisation from whom assistance is requested for the programme, and references to “Implementing Partner” should be interpreted as the organisation applying for such assistance.
- 1.8 Example proposal**— A “good practice” example of a proposal is set out in Annexure 5.
- 1.9 Comments or suggestions**—If you would like to make comments on these Guidelines, please send them to your Supporting Partner and to the following address:

**Micah Network International Secretariat**

**E-mail: [ic@micahnetwork.org](mailto:ic@micahnetwork.org)**

**Fax: + 613 9877 7944**

**Post: PO Box 164, Blackburn Victoria, Australia**

## 2. The Format for Narrative Proposals

A Proposal will need to provide sufficient information to enable the Supporting Partner to reach a funding decision. Its purpose is to explain how the design of the programme is likely to bring about the changes to which the Implementing Partner and the Supporting Partner are committed and how it embodies good practice<sup>1</sup>.

**The Proposal should be as concise as possible and never longer than 20 sides of A4 including logframe and budget (but excluding other appendices). The font size should be no less than Arial Narrow 12 point.**

To facilitate the proposal writing in line with these guidelines Implementing Partners may use the “Micah Network Proposal Template”, which can be downloaded from the Micah Network website [www.micahnetwork.org](http://www.micahnetwork.org).

### Section A **Basic Information (maximum one page)**

1. The programme title and the Supporting Partner programme reference number (if applicable).
2. The name of the Implementing Partner requesting funding.
3. Please provide a single paragraph description of the programme (maximum 100 words).
4. The name, role, office address, phone, fax and e-mail of the Implementing Partner contact person and the website of the Implementing Partner (if any).

5. The name, designation and role of the person approving the proposal for the Implementing Partner. This person must be duly authorised by the Implementing Partner<sup>2</sup>.
6. The planned start date of the programme and its duration and the proposed annual reporting date.
7. The start date of the Implementing Partner's financial year.
8. The location of the programme area. (Name of district / city / town / region); a map showing the location can be annexed.
9. The name(s) of any other implementing partner(s) who will be involved in the programme with the Implementing Partner.
10. The name(s) of any other supporting partner(s) or institutional donor(s) who have committed to, or been approached to provide financial or other support to the Implementing Partner for this programme.
11. The overall budget of the programme and the amount in local currency that the Implementing Partner is requesting from the Supporting Partner, with details of other contributions as set out in the table below. If the application is for programme funding for more than one year, please indicate the amount requested for each year, up to a maximum of three years.

- 
1. In developing the proposal, you may find it helpful to refer to the growing body of international standards and good practices applying in our sector, some of which are referred to in Annexure 4.
  2. In the case of any doubt, the Supporting Partner may ask for evidence of the authority.

Activity Year	Year 1	Year 2	Year 3
Supporting Partner			
Other supporting partners			
Local and other income			
Total			

12. The date that the proposal was written (or date of latest revision).

## Section B Programme Context (maximum two pages)

While writing the narrative part of the proposal, please consider the following questions about the area/context in which the programme will be implemented:

1. What are the conditions of the people in general in the programme area (eg economic, political, social, spiritual etc)?
2. What are the main causes for people's poverty in the immediate area of the programme?
3. Is there any evidence of substantial environmental deterioration in the programme area, e.g. water pollution, soil erosion, deforestation?
4. Are there any vulnerabilities to disaster<sup>3</sup> within this community and locality? If so, what?

5. Are there local churches in the programme area? Are these churches actively involved in the welfare and development of the community?
6. What are the main government policies and their implications that are relevant to the programme?

## Section C Programme Design

While writing the narrative part of the proposal, please consider the following questions about the focus of the programme.

### **Problem Identification and Selection** (maximum two pages)

1. What specific problem(s) and opportunity(s) will the programme address? What are the root causes of the problem(s)? Outline the findings of any initial participatory studies, technical assessments or baseline surveys that have been conducted. Where applicable, include the relevant reports and/or problem tree as appendices.
2. How will the problem(s) be addressed by the programme?
3. Briefly explain the respective roles the Implementing Partner and the local community played in shaping this proposal, especially with regard to identifying, analysing and planning solutions to the problem(s).

---

3. If the programme is located in an area where natural or man-made disasters are likely to occur, these disasters must be considered as risks to the programme. It may be helpful to reflect on the different stages of the disaster cycle: preventing disaster; preparing for disaster; responding to disaster; and recovering from disaster.

### **Primary Stakeholders** (maximum one page)

4. What specific groups in the local community will benefit through the programme? Please state both the number of people benefiting directly and indirectly from the programme and specifying men, women, boys and girls.
5. What criteria have been used to select the people who will benefit directly? Who drew up these criteria (e.g., community members, community leaders, minority groups, programme staff, government officials)?
6. What steps have been taken to ensure that the most vulnerable and marginalised people in the local community (e.g. orphans, the poorest people, people living with HIV, people with disabilities, etc.) are able to actively participate in, and benefit from, the programme?
7. How will programme information be shared with the community? How will beneficiaries be enabled to make comments (positive and/or negative) about the programme without fear or hindrance, and with the assurance that their comments will be taken into account?

### **Involvement of other Stakeholders** (maximum one page)

8. What skills and resources will the local community bring to the programme? How will the local community (both men and women) be involved in the design and implementation of the programme?
9. How will other stakeholders (the local church, government, NGOs, businesses etc.) be involved in the programme? How will the programme be coordinated with government

activities in the area?

10. How will the programme be coordinated with other development programmes and development organisations in the identified area?
11. Identify the Project Affected Persons (i.e., those people who may be negatively affected by the programme or PAPs). Do these PAPs need to be compensated? If so, what mitigation measures are proposed?

### **Impact and Sustainability** (maximum two pages)

12. What steps will be taken to ensure the sustainability of programme benefits after external financial support has ended?
13. How will the programme build on and strengthen the capacity of the local community to manage its own development beyond the life of the programme? How will community leadership and motivation be sustained?
14. How will the programme relate to, support and strengthen the welfare and development work in the community of the local/national church?
15. How will the programme strengthen community based organisations/institutions?
16. How will the programme improve people's access to government, NGO, business and other services (i.e. stimulate a "rights based approach")? How will the programme seek to bring about lasting change by influencing the policies and practices of those in positions of power (i.e. be involved in advocacy)?

### **Section D Programme Logframe** (maximum three pages)

In this section explain the linkage between activities, outputs and purposes of the programme for the full implementation period covered under this proposal (that is, up to three years). This can be done using either the 'Simplified Logical Framework Matrix Format' in section D of Annexure 3 or the full 'Format for Logical Framework Matrix' in Part 3. The Implementing Partner and the Supporting Partner(s) need to agree on which format is to be used in case of each programme.

### **Section E Programme Approach and Justification** (maximum two pages)

Please answer questions about the methodology that will be used in implementing the programme.

1. Explain why the Implementing Partner considers the programme approach or methodology to be the most effective way of addressing the problem(s). What other approaches were considered and why were these rejected?
2. What lessons related to this programme have been applied from past experience? Has the programme or its predecessor been recently evaluated? If so, include the executive summary and recommendations in the appendices together with an explanation of how these recommendations have influenced or been applied to the current design.
3. Where relevant, describe how the design of the programme addresses the following:
  - **Gender issues** and the differences in status of women and men. In particular how will the programme create new opportunities for women to expand their roles in decision making and in the social and economic life of the community? How will the programme enable

women to improve their status in the community?

- **The special needs of children.** How have the special physical and psychological rights and needs of children been taken account of in the programme design? How are children protected from neglect, exploitation and other abuse?
  - **People with impairment and/or disabilities.** How have the rights and special needs of people with impairment and/or disabilities been taken into account in the programme design?
  - **Conflict.** If the programme is in a conflict context, how will the programme avoid inflaming the conflict? Will the programme contribute to mediation, consensus building and peace-building?
  - **People affected and infected by HIV.** How have the rights and special needs of people living with HIV been taken into account in the programme design?
  - **Environmental sustainability.** How will the programme impact on the local environment? Where applicable, what steps will be taken to assist environmental restoration and enhance environmental sustainability in the programme area?
  - **Vulnerability to Disasters.** How will the programme reduce the vulnerability of the community to disaster events?
4. Does the programme contribute to achieving any of the Millennium Development Goals (MDGS) and if so, which of those goals and how?

## Section F Programme Management (maximum one page)

Please answer questions about the management of the programme, in particular monitoring and evaluation.

1. What previous experience or involvement does the Implementing Partner have in the programme area or in this type of programme?
2. Indicate the management structure for the programme and how it relates to the organisational structure (an organogram may be added as an annexure).
3. What additional demands will the programme make on the existing leadership and management capacity of the Implementing Partner? How will the Implementing Partner deploy resources and / or build capacity to meet these new demands?
4. Describe the monitoring framework that is in place or will be developed to assess the progress of the programme against its targets. If available, please attach sample formats. What will be the respective roles of the Implementing Partner and the programme participants in monitoring progress? How will monitoring information be analysed and used to inform the programme as it progresses?
5. When and how will the programme be evaluated?

### Section G **Risk Assessment and Management** (maximum one page)

In the logical framework, assumptions and risks are identified for the programme. In this section, please identify the risks that could affect the achievement of the programme objectives (activities, outputs and purpose) and what risk-reduction activities will be included in the programme to reduce or eliminate the impact of these risks on the programme objectives.

With reference to the logical framework, list the most significant assumptions or risks (not more than 10) and for each of these identify the measures that will be taken to reduce or minimise the risk.

### Section H **Annual Work Plan** (maximum one page)

Provide a work plan for the first year, based on and clearly linked to the Logical Framework Matrix, indicating the specific activities the programme will undertake and the measurable outputs those activities will produce. The Annual Work Plan may present a more detailed outline of activities and outputs than was feasible in the Logical Framework Matrix.

Purpose (from log frame)	Activities for the year	Q1	Q2	Q3	Q4	Outputs (for the year)
Purpose 1	Activity 1					
	Activity 2 etc					
Purpose 2	Activity 1					
	Activity 2 etc					

## 3. The Format for Logical Framework Matrix

(Maximum three pages)

- The following format for the Logical Framework Matrix (logframe) is suggested but you may also use an alternative layout if preferred and agreed with the potential supporting partner:

Objectives	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoVs)	Risks or Assumptions
<b>Goal</b>			
<ul style="list-style-type: none"> <li>What is the overall issue or problem addressed by this programme?</li> </ul>	<ul style="list-style-type: none"> <li>What will indicate whether the goal has been achieved?</li> </ul>	<ul style="list-style-type: none"> <li>What evidence will be used for the goal level OVIs?</li> </ul>	<ul style="list-style-type: none"> <li>What external factors are needed for the long-term sustainability of the programme?</li> <li>What risks could adversely affect achievement of the goal?</li> </ul>

**Purpose(s)**

- What is the specific change or changes that the Implementing Partner expects to take place as a result of the programme?  
(In most cases not more than 3-4).
- The purposes should be specified in terms of quality and quantity (what change will take place), location (where the change will take place), and timing (when the change will take place).
- What will indicate whether the purpose has been achieved?
- What evidence will be used for the purpose level OVIs?
- What external factors are needed for achievement of the programme's purposes to contribute to solving the original problem / need; i.e. the goal?
- What risks could adversely affect achievement of the purpose/outcome?

**Objectives****Objectively Verifiable Indicators (OVIs)****Means of Verification (MoVs)****Risks or Assumptions****Outputs**

- What are the products that programme activities will generate during the lifetime of the programme?
- The outputs should contribute to the achievement of the
- What will indicate whether the outputs have been delivered?
- What evidence will be used for the output level OVIs?
- What external factors are needed for production of the programme's outputs to lead to achievement of the programme's purposes?
- What risks could

programme's purpose(s). They may be thought of as visible markers or milestones which show that you have carried out the activities (see below) successfully.

adversely affect achievement of the outputs?

- Each output should be clearly related to the programme's purposes.
- Each output should be specified in terms of quality (what will be delivered), quantity (how much will be delivered), location (where it will be delivered), and timing (when it will be delivered).

## Objectives

## Objectively Verifiable Indicators (OVIs)

## Means of Verification (MoVs)

## Risks or Assumptions

### Activities

- What are the main activities which the
- What inputs (e.g. staff, transport, materials,
- What external factors are needed for

Implementing Partner will carry out during the lifetime of the programme? The activities are the things the Implementing Partner will do in order to deliver the outputs.

finance) are needed to carry out the activities?

completion of the programme's activities to lead to achievement of the outputs

- Each activity should be clearly related to at least one of the outputs.
- Each main activity should be specified in terms of what will be done, who will be involved, where it will be done, and when it will be done.

#### Preconditions

- What external factors are needed before the programme can start?

## 4. The Format for Programme Budgets

(Maximum three pages)

*Please note that an Excel spreadsheet is available for completion of the financial part of the proposal..*

- 4.1** A detailed programme budget goes together with the full programme proposal. The **purpose** of the Programme Budget is:
- a) to help the Supporting Partner allocate the requested funds from the resources available to it.
  - b) to provide a working plan against which the financial progress of the programme can be measured.

- 4.2** The budget should be for the **whole** programme, not just the parts for which the Implementing Partner is requesting a grant from the Supporting Partner. Please read the guidance notes in each section before completing the budget.

The budget documents should include:

- a) an indication of the period covered and a summary of the total income and costs, showing the amount the Implementing Partner is requesting from the Supporting Partner, for up to three years.
- b) a detailed budget showing how the various Operational/Programme Costs and Capital Costs have been calculated for the first year.

- 4.3** Please present the budget in local currency and if required by the Supporting Partner, please also submit the budget in the currency of the Supporting Partner (eg Pounds Sterling, Euros, US Dollars or Australian Dollars).

In certain circumstances (eg hyper-inflation, country situation) it might not be possible or reasonable for the budget to be prepared in local currency. In that case the budget can be prepared in another currency (eg Pounds Sterling, Euros, US Dollars, Australian Dollars) in accordance with any additional instructions from the Supporting Partner.

### Costs

- 4.4** In the Budget Summary (section 4.14) costs should be entered for each year of the proposed programme, up to a maximum of three years, under **appropriate budget headings** in the columns of the table.

The detailed budget (section 4.15) should provide a **detailed budget** showing the calculations of the Operational/Programme Costs and any Capital costs. This should show the basis of calculation using unit prices, salary rates, proportion of time allocated to the programme, kilometre rates for vehicles, number of units required etc. as appropriate.

Budget headings should match the account descriptions in the accounting system of the Implementing Partner so that financial reports will be accurate and consistent. It will help the programme and accounting staff if the accounting system analysis code is shown against each budget heading.

- 4.5** Please distinguish between **Direct Costs** and **Indirect Costs**. See Glossary for definition of these terms.

- 4.6** Inflation may be included as a separate item for years 2 and 3 in the initial Budget Summary submission and even during year 1 in exceptional cases, but for all cases the calculation must be explained.

- 4.7** After approval, no more than 10% of the concerned budget heading can be moved from one budget heading to another unless the amount involved is less than US \$ 500. Movements of more than 10% must be negotiated with the Supporting Partner. The Supporting Partner must be consulted before moving any funds to capital cost budget lines.

## Guidance Notes on Operational/Programme Costs

### 4.8

Where applicable, **please cross-reference the budgeted costs** to the sections of the programme proposal which explain the programme's main activities (eg the Activities section of the Logical Framework), so that it is clear which costs apply to which activities.

#### Direct Costs

**Activity and material costs:** This should include all consumable items (eg building materials, food, education materials) required for programme activities, showing estimated prices and quantities.

**Staff costs / salaries:** Include the costs of employing all staff who work directly on the programme. Please ensure that the cost of social security, health insurance and pension/superannuation/provident fund contributions are included if appropriate. Where salaries are not itemised, a statement of the level of the highest salary should be given per year or per month. Do not include staff training costs under this budget heading; instead show them as a separate item.

**Transport costs:** Include any costs incurred in moving people or equipment on the programme. If vehicles are to be purchased from programme funds, the actual running costs (fuel, maintenance and insurance) of those vehicles should be budgeted. Where vehicles already owned by the Implementing Partner are 'hired' for use in the programme, a mileage/kilometre rate should be set covering the cost of fuel, maintenance, insurance and capital depreciation. In this case, budget for the estimated mileage rather than the actual costs. Do not use this budget heading for the purchase of vehicles; instead, show this as a capital cost.

**Premises costs:** Include rent, taxes and utility costs (electricity, water) for the building(s) associated with the programme. The cost of any refurbishment or new building work required should be included as a Capital Cost. You may include the running costs of a field administration office if directly associated with the programme, but a claim for a contribution to the costs of running the head office or general administrative centre should be made under Administration costs (see below).

**Monitoring costs:** The ongoing monitoring of activities and the collection of data for use in evaluating results, is an essential part of all programmes. You should budget for any direct costs of monitoring and collecting data which are over and above otherwise covered staff costs/salaries separately, rather than having to cover this out of general administration charges.

**Evaluation costs.** It is good practice to evaluate programmes periodically, and the costs for conducting an evaluation should be included. Include consultants' fees, travelling expenses, and the extra costs of conducting surveys, workshops and production of reports.

#### Indirect Costs

**Administration costs:** You may claim a contribution towards the administrative running costs of the Implementing Partner (central management and administration salaries, office supplies,

telecommunications, office rent and utilities, audit and Board expenses, depreciation of capital assets etc). This is normally restricted to 10% of the total Direct Operational/Programme Costs of the programme.

In cases where the Implementing Partner considers that the actual costs of supporting the programme will exceed this amount, a separate detailed budget for central administration costs in justification of a claim for a higher administration charge may be submitted. The administration budget must show clearly the total costs of administering the Implementing Partner (ie. all the Indirect Costs), the sources of income available to set against those costs, and how and why you divided up the balance between the different programmes to be managed by the Implementing Partner.

For further information on how to fund core costs, see the guidance note on Core Funding Strategies on [www.bond.org.uk/pubs/afo.htm](http://www.bond.org.uk/pubs/afo.htm)

### Guidance Notes on Capital Costs

#### 4.9

Supporting Partners can fund the capital costs of programmes, but please note that funding from Supporting Partners is not primarily intended for major capital outlay such as the purchase or building of premises, or purchase of vehicles.

**Vehicles/Programme Equipment:** Please provide evidence that these items:

- are essential for programme implementation
- will be used on programme activities only, and not assigned for the exclusive use of an individual
- are properly maintained and insured

and that you have a policy for the disposal of the vehicles or equipment at the end of the programme.

If you are seeking funding for vehicles and equipment, please attach to the programme budget the Implementing Partner's policy for the disposal of vehicles and equipment. The Supporting Partner may also require an asset register to be kept.

**Office Equipment:** Include items such as computers or fax machines.

**Other:** Include any costs not already listed. You must specify what the cost is for, if you enter an amount under this budget heading.

**Note:** Budgeting for the replacement of capital items is good financial management. It is acceptable for the programme budget to include the cost of using capital assets belonging to the Implementing Partner and for those costs to include an element of depreciation. Depreciation should be treated as part of the administration costs and should not be included as a separate budget line.

### Unacceptable Costs

- 4.10** Supporting Partners do not pay “per diems” (daily payments) for participants attending workshops and seminars, but will cover the actual expenses incurred by participants (e.g. travel costs), although some form of local contribution towards these expenses is expected.
- 4.11** Unforeseen costs arising during the programme implementation will be considered on a case by case basis and so Contingency Funds will not normally be allowed. However, for large capital programmes, unforeseen costs up to a maximum of 10% of the total programme budget may be included.
- 4.12** Except in exceptional circumstances Supporting Partners do not fund the salary and support costs of expatriate staff from other international agencies (e.g. European or North American) working overseas.

### Income

- 4.13** You should enter all sources of income that you will use to meet the costs of the programme. These may include:

**Other agencies/government:** Include anticipated income from other agencies and government departments. Please indicate whether the application has been submitted, approved or the money already received.

**In-kind donations:** These are items that make a contribution to the costs of the programme but are given at no cost to the programme, for example labour and materials provided by the beneficiary group, or food and equipment provided by a donor. Where possible please provide estimates of the cash value of these donations. In-kind donations must be identified with the corresponding programme costs.

**Income generated by the programme:** Include income from programme users, for example through the sales of goods or services.

**Balances:** Balances carried forward from a previous cycle of the programme should be estimated (if applicable) and included here.

**Reserves:** Please indicate if you are intending to use any of the Implementing Partner’s own reserves to support the programme.

**Note:** Schedule of Activities and Fund Release Schedule. A fund release schedule based on schedule of activities and programme cash flow requirements of the programme should be submitted along with the budget summary.

### First year’s Budget and Budget Summary

- 4.14** Please provide a detailed breakdown of costs to be incurred in the first year and indicate how the various costs have been calculated.

*Please note that an Excel spreadsheet is available for completion of the budgets and budget summary.*

<b>Operational/Programme Costs</b>	<b>Units</b>	<b>Unit cost</b>	<b>No of units</b>	<b>Total</b>	<b>Notes and explanations</b>
------------------------------------	--------------	------------------	--------------------	--------------	-------------------------------

Direct costs

Indirect Costs

**Total Operational/  
Programme Costs**

Capital Costs

**Total Capital Costs**

**Grand Total Costs  
(Operational /Programme +  
Capital)**

**4.15** Bring together the totals of the Costs and Income into a Budget Summary:

	Year 1	Year 2	Year 3			
<b>Operational/Programme Costs</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>

Direct Costs

Indirect Costs

**Total Operational/  
Programme Costs**

Year 1	Year 2	Year 3
--------	--------	--------

<b>Capital Costs</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>	<b>Total cost</b>	<b>Amount from Supporting Partner</b>
----------------------	-------------------	---------------------------------------	-------------------	---------------------------------------	-------------------	---------------------------------------

**Total Capital Costs**

**Grand Total Costs**

**(Operational/Programme + Capital)**

<b>Income</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Brought forward from previous programme phase			
Supporting Partner			
supporting partner 2 (please specify)			
supporting partner 3 (please specify)			
supporting partner 4 (please specify)			
Other donors (please specify)			
In-kind donations			
Income generated by the programme			
Local Community			
Reserves			
Other (please specify)			
<b>Total Income</b>			

## **5. Bank Details**

*(Maximum one half page)*

If the proposal is successful, we will require details of the bank account where money should be transferred. To ensure that money is transferred with the minimum of delay, please provide all the details outlined below. If money needs to be routed via a 'corresponding bank' (i.e., a third party bank) then you also need to provide all the information with an asterisk for the corresponding bank.

<b>Detail</b>	<b>Explanatory Note</b>
---------------	-------------------------

Account Name	The name of the Implementing Partner as it appears on the bank account; this will be the account into which the Supporting Partner transfers money.
Account Number	Your account number; this will be the account into which the Supporting Partner transfers money.
Bank Swift Code/BIC number	The Swift Code or BIC number can reduce delays in making payments to the account. If the bank or corresponding bank is in America the Fed Wire/ ABA number must be provided. If the bank/ corresponding bank is in Europe the IBAN number must be provided.
Currency of Bank Account	The currency in which the account is held (e.g. local currency, US Dollars).
Name of Bank	The name of the bank.
Address of Bank	The full postal address of the bank, including the city, state and country.
Address of Organisation	The full postal address of the Implementing Partner, including the city, state and country.
E-mail Address of Implementing Partner	Your e-mail address; this allows the paying bank to notify the Implementing Partner that payment has been made to the account.

## 6. Glossary

**activities** are the actual tasks to be done to achieve the desired outputs.

**advocacy** means speaking with and on behalf of the poor to address underlying causes of poverty, bring justice and support development through influencing the policies and practices of the powerful.

**direct costs** are those that are wholly attributable to the programme in question and which are only incurred because of the programme's existence. These are usually related to the carrying out of the main activities (eg: programme workers' salaries, supplies for beneficiaries, transportation costs) but will also include monitoring and evaluation costs. The basis of calculating these costs should be clearly shown.

**evaluation** means an assessment carried out during, or after, the end of a programme to show its impact.

**goal** means the wider development objective—the ultimate result toward which the programme is

contributing.

**impact** means long term sustainable changes—positive or negative, expected or unexpected which occur in the context in which the programme operates.

**Implementing Partner** means the organisation applying for support under these Guidelines and who will be responsible for the direct implementation of programme activities.

**indicators** (referred to as objectively verifiable indicators) are ways of measuring progress toward the goal. They are targets or standards to be met at every stage.

**indirect costs** are those that are shared across different programmes or departments of the Implementing Partner and are incurred independently from the programme. They normally relate to the management support of the programme (eg: central office facilities, central management salaries, accountancy and audit) and are often covered by an administration fee charged to the programme. The basis on which these costs are allocated to programmes should be shown.

**inputs** means the resources needed to implement activities (eg staff, bricks, vehicles, teaching materials, food, money).

**means of verification** are methods for collecting the information (data) required to assess progress against indicators.

**monitoring** means a structured and continuous process of measuring progress towards objectives.

**objectives** is a general word used for desired changes or results; within the lifetime of a programme eg outputs; on completion of a programme eg purpose or outcome; or a time after the programme eg goal.

**outputs** means the products or work targets needed to be done to achieve the programme purposes or outcomes.

**programmes** are a planned, coordinated group of activities, procedures, etc., to achieve a particular goal.

**projects** are 'stand alone' activities aimed at a limited outcome. A number or series of such projects can be the components of a programme.

**Project Affected People (PAPs)** are people negatively impacted by the programme.

**participation** is used to refer specifically to processes in which interested parties take an active part in planning and decision-making, implementation, learning and evaluation.

**purposes** means the specific change(s) that a programme will contribute to the goal.

**risk** is the potential of unwanted events or consequences occurring. When these events or consequences do occur, they can result in reduced programme effectiveness and impact on the lives of the beneficiaries.

**stakeholder** means a person, group or institution with an interest or concern in something, eg in a programme, policy or initiative.

**Supporting Partner** means the organisation for which the proposal is being prepared, with a view to that organisation providing financial and other support for the programme.

# Annexure 1: Supporting Partner's Application Procedures

## General conditions

1. Partnership  
Applications can only be accepted from organisations which have already been adopted by Tearfund as Partners and have signed a Partnership Covenant and Grant Agreement.
2. Preliminary discussion  
First discuss the concept for a new project with the Tearfund Representative for your country. The Country Representative will let you know informally whether the concept is within Tearfund's strategy and if there is likely to be budget available to fund the project.
3. Project term  
Tearfund will consider supporting projects of any duration up to a maximum of three years. For longer term work you will need to reapply at the end of the three year term. Exceptions may be considered where institutional funding contracts exceed three years.
4. Timing of applications  
Tearfund's Financial Year runs from 1<sup>st</sup> April to 31<sup>st</sup> March and the majority of funding for development work is allocated to projects before the year commences. You may submit a development project proposal to the Country Representative at any time of the year but your chance of success will be increased if you apply before the end of November preceding the Financial Year in which your project commences. Your project years may be different from Tearfund's financial year.
5. Electronic communication and documents  
Your application will be dealt with more quickly if you can submit documents by email. Please complete the Templates using Microsoft Word and Excel.

## Applications for development projects

6. Concept Note  
First submit a brief description of your new project in a **Concept Note**.  
The purpose of the Concept Note is to allow us to formally assess whether your project fits with Tearfund's strategy and budget before you commit further resources to researching and developing a full proposal.  
Use the **Template for Simplified Proposals** (and see Proposal Guidelines annex 3).  
  
If you have already prepared a full proposal you do not have to submit a Concept Note first.
7. Full proposal  
We will give you a decision within six weeks of receipt of your Concept Note as to whether we want you to submit a **Full Proposal**. The purpose of the full proposal is to enable us to assess the technical content and developmental approach to be taken in the project.

If we approve your Concept Note we will also, if necessary, offer support to enable a more detailed needs assessment to be undertaken with the beneficiary communities as part of the preparation of a Full Proposal.

- **For smaller projects**, where the funding you are requesting from Tearfund does not exceed £20,000 in any one year, the **Template for Simplified Proposals together with a detailed budget** as per section I of the full proposal template will normally be sufficient.

- **For larger projects** requiring more than £20,000 in any one year you should use the standard

**Proposal Template** together with the **additional information** described in Annex 2 of the Proposal Guidelines. If a needs assessment was funded by Tearfund as part of the application process, this report should be attached to the Full Proposal as an appendix.

- **If your application is for an emergency relief project** use the separate Guidelines and Template for Emergency Proposals.

8. Caution

Please note that if we invite you to prepare a Full Proposal, this is not a guarantee that your project will be approved and that you will receive Tearfund support. It is therefore important while you are going through the application process that you **do not enter into any formal commitments, or undertake any project activities, which are dependent on Tearfund funding** or raise the expectations of your project beneficiaries on the assumption that you will receive Tearfund funding.

### Approval and Release of funds

9. We will respond to your application within 6 weeks of receiving your Full Proposal. Negotiation may take up to a further 6 weeks. If it is accepted, you will be notified by means of a Payment Letter which will clearly show how much has been approved, when it will be released and what the reporting, dates are.

Funding will only be committed for one year at a time. Funding for second or third years will be budgeted for but only committed on receipt of satisfactory reporting and annually updated budgets and activity plans.

## Annexure 2: Differing Requirements

Tearfund requires the following information in addition to the sections in the standard template in order to

- a) assess the scope of work to be done in this project by and through the local church
- b) gather data on the number of beneficiaries reached so that it can measure progress towards achieving its long term vision

Additional guidance is also provided for completing Section E of the proposal on issues that are a priority for Tearfund

- c) People affected and infected by HIV
- d) Environmental Sustainability

### a) The Local Church

Tearfund's long term vision is to see people lifted out of extreme poverty and to see their lives and communities transformed through the work and witness of Christians and local churches.

Sections B5, C9 and C14 of the main proposal guidelines ask about the involvement of the local church in community development, and how the project will involve and support the local church. This reflects on the church's acknowledged role as a civil society organisation representing a section of the community.

In addition to the standard proposal sections the following questions should be addressed in an Annex to the main proposal:

#### Section K      **Local Church Mobilisation and Christian Witness**

1. In what ways will the project contribute to the envisioning of local churches for Integral Mission and encourage their commitment to Jesus Christ, in discipleship and in their service of the poor?
2. Will the project provide opportunities, appropriate to the context, for people to encounter, acknowledge and follow the lordship of Jesus Christ through its work? Will these opportunities be linked to the witness of the local church?
3. Where there is no local church in the communities where the project will be working, will the project help to contribute in any way to the longer-term establishment of a sustainable Christian community in the area?

In the proposal please estimate the number of new churches to be mobilised during each year of the project.

Partners will be asked to report, on an annual basis, the number of **local churches** that they work with in **envisioning** people for Integral Mission, and the number of churches that are **mobilised** to serve the poor in their community. This data will be collected through the Transformational Indicators Report which can be seen in the reporting Guidelines.

For the purpose of the Transformational Indicators Report:

'Local Churches' are

**"Sustainable communities of local Christian believers, accessible to all, where worship,**

## **discipleship, nurture and mission take place”**

*Sustainable* – not reliant on outside funding, personnel or resources for its existence

*Communities* – not isolated individuals

*Local* – not outsiders but people who live in the community

*Accessible to all* – the poor and marginalised are welcomed and included

In most instances, such Christian communities will be local church congregations, whether these are formal congregations as part of a larger church network or denomination, or independent informal groups of Christians who meet regularly in someone’s home or other facility.

‘Envisioning’ means

a process of teaching, discussion and encouragement designed to inspire the Christian community to practice Integral Mission, with or without external support.

A ‘mobilised church’ is:

A church that has been exposed to Integral Mission thinking as a result of a Tearfund resourced initiative and, as a consequence, is active in practical service to the community (whether or not that service is resourced/ funded by Tearfund).

## **b) Number of beneficiaries served – ref. section C4 (C1 simplified format, C2 emergency)**

Tearfund has a responsibility to measure and report the impact of what is achieved in outworking its vision with the resources provided by its donors. Part of that impact is measured in terms of the number of people benefiting from funded programmes and also the number of churches mobilised to serve their communities.

### **Section L      Beneficiaries**

#### **Forecast numbers**

Partners are required to state the forecast numbers of beneficiaries to be served during each year of this project and which of these are new to the project each year. Tearfund will measure progress towards its long term goals over a period of years and it is vital that beneficiaries are not counted more than once where they participate in more than one project. Accordingly, partners are asked to state the number of beneficiaries who have already been taken into account in another Tearfund supported project.

Partners are also required to provide, for the whole project, a breakdown of beneficiaries between men, women, boys under 18 years old, and girls under 18 years old.

To assess Tearfund’s impact across priority sectors, beneficiary numbers for each priority sector for the whole project are required to be estimated.

### Method of counting beneficiaries

1. Explain briefly how the expected number of beneficiaries has been calculated, and who has been included in the total (see section 3 below for guidance)  
(eg. Detailed survey / estimate based on sample survey / official figures / pure estimate etc.)

*In your annual reports you will be required to submit figures for the actual number of people benefiting from the project during the year, as above. (See the **Transformational Indicators Report** in the Tearfund annex to the reporting guidelines).*

2. Explain the method you will use to quantify the number of beneficiaries for reporting in the **Transformational Indicators Report** (eg. Registers, survey, official records etc.) and analyse the percentage of men, women and children in the beneficiary group.

### Direct and indirect beneficiaries – who to include

For the purposes of the Statistical Return the number of beneficiaries reported will normally include all the members of the Household to which a direct participant in the programme belongs.  
(Note: in order to report fully on the Outputs and Activities of a project, statistics may still need to be compiled on the number of direct participants, depending on the nature of the work.)

Some work will, by its nature, be directed at households within communities. Eg. Provision of public and domestic services like water, roads, shelter, health and education facilities, food security.

Other work will provide direct inputs to certain individuals within a household, but it is the whole household that ultimately benefits. Eg. Skills training, adult literacy, children's education, livelihoods support, health treatment.

However there may be some exceptions where a household approach will not apply – only the individual receives a benefit. For example

Emergency nutrition, displaced people groups, orphans and abandoned children,

### c) Priority Issues – People affected and infected by HIV – ref. section E3

Globally, the prevalence of HIV is increasing. There are over 40 million people living with HIV worldwide. The impact of the pandemic is long lasting and it continues to dramatically impact poor communities. Tearfund's vision is to see local churches across the world mobilised, envisioned, and resourced to be at the forefront of the response.

#### ***How have the rights and special needs of people living with HIV been taken into account in the programme design?***

All proposals must consider how the impact of HIV in the community may affect the implementation and results of the project.

For projects specifically addressing the causes and effects of HIV please consider how the programme will reduce vulnerability and the impact of HIV and AIDS.

The following areas are a priority for Tearfund:

- Facilitating behaviour change among children and young people
- Preventing mother to child transmission
- Reducing the impact on people living with and affected by HIV, specifically women and children
- Promoting access to treatment for opportunistic infections and antiretroviral therapy
- Ending stigma and discrimination of people living with and affected by HIV

#### **d) Priority Issues – Environmental Sustainability – ref. section E3**

Environmental instability due to resource depletion and climate change is predicted to stand out above most other issues that undermine future development efforts. We seek to reduce the impact of Tearfund, our partners and supporters on the environment, to restore environmental resources and poor people's access to them, and to reduce the vulnerability of poor people to environmental hazards.

##### ***How will the programme impact on the local environment?***

Here consider any negative impacts of the project activities on:

- water resources (e.g. depletion, pollution of domestic water supplies, rivers, lakes, sea)
- land (e.g. sustainable land use, soil erosion)
- air (e.g. pollution)
- wildlife (e.g. grazing/roaming patterns, habitat removal)
- vegetation (e.g. forest, ground cover, agricultural production)
- waste (e.g. dangerous, unnecessary, non-reusable or non-recyclable waste)

##### ***Where applicable, what steps will be taken to assist environmental restoration and enhance environmental sustainability in the programme area?***

Here, outline:

- any positive impacts that the project will have on the local environment.
- the steps that will be taken to overcome the negative impacts identified in the previous question. For example, could waste be reduced, reused or recycled? If wood is used to build latrines, could it be sourced from sustainable forests? Could visits to the project site be reduced or could less polluting forms of transport be used?

##### ***Vulnerability to disasters***

In this section please also consider any current effects or future risks arising as a result of climate change that pose a threat to the project or the beneficiary group.

# Annexure 3: The Format for Simplified Proposals/ Concept Notes

(Maximum 8 pages)

## Section A

### Basic Information

1. Title of the programme.
2. The name of the Implementing Partner/ organisation requesting funding.
3. The name, role, office address, telephone, fax and email of the Implementing Partner contact person, website of the Implementing Partner (if any).
4. Legal status of the Implementing Partner/Registration number (if applicable).
5. The name, designation and role of the person approving the application for the Implementing Partner. This person should be a person duly authorised by the Implementing Partner.<sup>4</sup>
6. The planned start date and duration of the programme.
7. The location of the programme area. (Name of district / city / town / region as appropriate; a map showing the location annexed to the application would be very helpful.)
8. The date that the proposal was written (or date of latest revision).

## Section B

### Problem Issue to be addressed

1. What specific problem(s) and opportunity(s) will the programme address? What are the root causes of the problem(s)?
2. Why has the Implementing Partner chosen this problem or issue to address?
3. Briefly describe the proposed development approach or methodology and explain why the proposed approach is the most effective way of addressing this problem or issue. What other approaches were considered and why were these rejected?
4. What previous experience or involvement does the Implementing Partner have in the programme area or in this type of programme?

## Section C

### Programme Overview

1. What specific groups in the local community will benefit through the programme? Please state both the number of people benefiting directly and indirectly from the programme and specifying men, women, boys and girls.
2. How will the local community (both men and women) be involved in the design and

implementation of the programme?

3. How will other stakeholders (the local church, government, NGOs, businesses etc.) be involved in the programme?

---

4. In the case of any doubt, the Supporting Partner reserves the right to ask for evidence of the authority.

---

4. What steps will be taken to ensure the sustainability of programme benefits after external financial support for the programme has ended?
5. How will the programme build on and strengthen the capacity of the local community to manage its own development beyond the life of the programme?
6. How will the programme strengthen the welfare and development work of community based organisations/institutions including the local church and local government?
7. What previous experience or involvement does the Implementing Partner have in the programme area or in this type of programme?
8. Describe the monitoring framework to assess the progress of the programme against its targets. How will monitoring information be analysed and used to inform the programme as it progresses?
9. What are the most important risks that could adversely affect the achievement of the programme's objectives? What measures will the Implementing Partner take to minimise or eliminate these risks?

## Section D Simplified Format Logical Framework Matrix

Explain the linkage between activities, outputs and purposes of the programme for the full implementation period covered under this proposal and add indicators for each of these.

Objectives

Indicators

Goal

- What is the overall issue or problem addressed by this programme?

Purpose(s)

- What is the specific change or changes that the Implementing Partner expects to take place as a result of the programme?
- The purpose(s) should be specified in terms of quality and quantity (what change will take place), location (where the change will take place), and timing (when the change will take place).

- What will indicate whether the purpose(s) have been achieved?

Outputs

- What are the products that programme activities will generate during the

- What will indicate whether the outputs have been achieved?

lifetime of the programme.

- The outputs should contribute to the achievement of the programme's purpose(s). They may be thought of as visible markers or milestones which show that the Implementing Partner have carried out the activities (see below) successfully.

Activities

- What are the main activities which the Implementing Partner will carry out during the lifetime of the programme? The activities are the things the Implementing Partner will do in order to deliver the outputs.
- Each activity should be clearly related to at least one of the outputs.

## Section E Financial summary

Please include the overall budget of the programme and the amount (and in what currency) that the Implementing Partner is requesting from the Supporting Partner, with details of other contributions as set out in the table below. If the application is for programme funding for more than one year, please indicate the amount requested for each year, up to a maximum of three years.

Activity Year	Year 1	Year 2	Year 3
---------------	--------	--------	--------

Supporting Partner

Other supporting partners

Local and other income

Total

For the "Other supporting partners" column, please state the name(s) of any other supporting partner(s) or institutional donor(s) who have committed to, or been approached to provide financial or other support to the Implementing Partner for this programme and the relevant amount. Include extra columns as needed.



## **Annexure 4: International Standards**

A list of international standards is to be added here after consultation with Micah Network members.

## Annexure 5: Example of Good Practice Proposal

After consultation with Micah Network members, a good example of a proposal will be added.

Micah Network member agencies worked together to prepare this draft.

**Version date: October 2006**

**Tearfund Section: October 2010**

## Micah Network Proposal Guidelines

Partnership negotiation

Discuss project ideas with Tearfund

Submit a Concept Note (optional)

Submit a full Proposal in the standard format (simplified format for projects of less than £20,000 in any one year)

Need Assessment (if required)

Tearfund request for a full Proposal

Await Tearfund's decision (up to 6 weeks)

Reporting cycle

Release of funds – written notification