



plan:g
Partnership
for Global Health

Project Proposals: Some guidelines concerning content and form

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We are looking forward to hearing about your ideas to making sustainable changes in health sector development.

If you are reading these lines, it is quite likely that we are already engaged in a discussion about your and our work approaches, and strategies. Or, if you downloaded this document on our website, you might want to contact us after reviewing these suggestions on project development.

A project is an intervention limited in time. It should be presented with Specific, Measurable, Applicable, Realistic and Time bound = “SMART” objectives and Objectively Verifiable Indicators (OVIs), indicating the source of verification (where are you when looking at what?). Besides in-depth familiarity with the people and region, your proposal should be based on a **thorough analysis of existing challenges (the “problem/solution tree”) and people and organizations involved (“stakeholder analysis”). You should assess possible unwanted negative impact of your intervention (“do not harm”).**

Also, a project document should follow a standard format that is outlined in this document. Preparing a proposal, we encourage you to follow the major points of the outline set forth below. Ensure that all bullet points included in the outline are addressed, as these cover the major issues which will be considered in reviewing your proposal.

Cover Page

The cover page should include **at least information on project title, applicant’s name(s), and date**. We welcome if you name your files 20year-months-day-time-subject-author.filetype. You might want to state the author(s) and date of the last revision on the cover page.

Attachments

Additional attachments may be submitted in later stages, including documents certifying the status of the organization, endorsements of the proposed project, funding commitments or other indicators of participation and support from other institutions, and evidence of community support and participation. In order to ease communication, we suggest to fill a PADOR https://ec.europa.eu/europeaid/etraining/pador/en/index.html_en registration.

Summary

The cover page should be followed by a summary page, and a table of contents:

Suggestion for Summary Pages:

Name of the project

General information

Submission date

Country

plan:g Project number *(for plan:g use only, do not write anything here)*

Project title *(The title must capture the essence of the project)*

Proposed start date

Proposed end date

Proposed Dates for Evaluations

Mid-term

Final evaluation

Applicant

Name of Organization(s)

Year established

Number of Projects Implemented until now

Mailing Address

Physical Address

Telephone, Email

Principal Officer (Name and Position)

Project Contact/Manager (Name and Position)

Overview: Finance

Total requested from plan:g

EUR	Local currency
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Total from Other Sources

EUR	Local currency
-----	----------------

Total Project Costs

EUR	Local currency
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Rate of Exchange

(for plan:g use only; do not write anything here)

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The table of contents should be prepared in a logical and consistent manner. You may follow a standard format of an established funding agency (EC, WHO, other) that you are familiar with. Alternatively, you can follow the standard suggested in this document.

1. Project Rationale and Approach

Please describe the rationale and background of the project, and the proposed intervention method.

1.1 Project Summary

Outline the project context and the proposed approach to achieve the project's objective(s), including the rationale/justification for the project. This section should also briefly describe the outcomes/impact of the project to be expected (*not more than 400 words*).

1.2 Organizational Background and Capacity to Implement the Project

Demonstrate that your organization has the experience, capacity, and commitment to successfully implement the proposed project, or, is prepared to work with plan:g to build its capacity to undertake the project. The issues to be covered in this section include:

- Nature of the proposing organization –national or sub-national NGO, research or training institution etc.
- Purpose and core activities of the proposing organization
- Length of existence and project management experience if any
- Organizational structure, governance and administrative framework: provide the number of paid staff members if it is a well constituted organization
- If relevant, state membership and affiliation to national/international associations or umbrella groupings
- Provide an indication of the legal status (as an annex to this Proposal). If none, provide an elaboration of its nature of existence.
- **Target population group of the organization's mission (i.e. relevant community groups, women, indigenous peoples, youth, etc.)**
- If the organization has been in existence before, the proponents should briefly describe their previous experience relevant to the proposed project including projects focused on health issues and/or capacity development.

You can re-use and adapt your capacity statement on many occasions. It helps to explain your **organisation, and to continuously develop your strategy: It's worth the effort!**

1.3. Project Objective(s), Expected Outcomes and Indicators

This section can optionally be laid out in a matrix form and should contain a clear and specific statement of what the proposed project will accomplish. Preferably this should follow a logical framework (LOGFRAME), according to the following template.

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

then

and if

	Output = Op Op 1.1. (related to Oc 1) Op 1.2. (related to Oc 1) (...) Op 2.1. (related to Oc 2) (...)					the output-outcome linkage.
Activities	What are the key activities to be carried out, to produce the outputs? (Group the activities by result and number them as follows: A 1.1.1. – "Title of activity " A 1.1.2. – Title of activity " (related to Op 1.1.) A 1.2.1. – "Title of activity " (...) (related to Op 1.2.) A 2.1.2. – Title of activity " (...) (related to Op 2.1.) (...)	Means: What are the means required to implement these activities, e. g. staff, equipment, training, studies, supplies, operational facilities, etc. Costs What are the action costs? How are they classified? (Breakdown in the budget for the Action)				Factors outside project management's control that may impact on the output-outcome linkage.

then

and

IF

Inevitably, a logframe will change in the course of the action. Close communication is important. It is a good practice to determine only one specific objective/(main) outcome. When necessary, intermediary outcomes with their related (outcome) indicators may figure in the line of the outputs: the EC recommends the following sequence of abbreviations in this case: Oc (main outcome); iOc1 (intermediary outcome 1) iOc2, (...); Op1.1. (output related to intermediary outcome 1), Op 1.2, Op 2.1., Op2.2. (...).

There is vast literature about how to use a logframe, and in case of cooperation plan:g will provide you with Arabic and/or Swahili language templates. **In most (not all) projects the use of a logframe is recommended. Alternative/complementary tools include the “theory of change” that follows a slightly different philosophy than the classic logframe approach.**

Definition of key terms essential to logframe thinking:

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

The logframe is built on the problem statement (= the challenge the project intends to address):

- The **overall objective/impact**: My contribution to one or more of the Sustainable Development Goals (SDG); the long-term results that an intervention seeks to achieve, e.g. **“Strengthening Primary Health Care in Tanzania”**.
- The **specific objective of the proposed project**: **What is your answer to the target group’s needs? Clearly focus your intervention on one measurable objective**, e.g. **“The population under the age of 5 in Mwanza region has better access to wound care.”** The **expected results (3-5)** that the project will produce. The expected results are the measurable changes which will have occurred by the end of the project as a result of the planned intervention, e.g. **“50% of the personnel in health facilities in Mwanza region have increased their capacities in wound care.”**
- **Outcome and Output**: Outputs are achieved immediately after implementing an activity: **“10 teachers trained.”** Very often, training is important. So are outputs (= **products, services, profits, and revenues**) **“the What”**. **Building on output, “outcomes” create meanings and make a differences: outcome are about “the Why” of your project work, near to the objective.**
- **Description of the project activities**: This section should describe what will actually be done to produce the expected results. There should be a clear and direct linkage between the activities and the expected results or outcomes. Activity descriptions should be as specific as possible,

identifying what will be done, who will do it, when it will be done (beginning, duration, completion), and where it will be done. In describing the activities, an indication should be made regarding the organizations and individuals involved in or benefiting from the activity; e.g. **“Organize logistics for wound-care trainings in community xxx/Mwanza region”**, **“Select health facilities for wound-care trainings”**, **“Organize for follow-up measures in terms of contact tracing in the communities xxx”**.

- Objectively Verifiable or SMART Indicators: How to measure change
 - Quantitative and/or qualitative criteria that provide a simple and reliable means to measure achievement or reflect changes connected to the objective. Please select specific and measurable indicators which help to capture the achievement of project results. The question hereby is: **“How can you measure adequately that you have (not) achieved the expected results?”**, e.g. **“Number of participants in wound care trainings”**, **“Number of wound care trainings”**, **“Number of communities visited”**). These indicators will form the basis for your project monitoring and evaluation (see section B)?”
 - SMART indicators (see above)
 - The indicators for the specific objective should focus on the **OUTCOME** of the project and therefore answer the question **“To what extent is the target group better off at the end of the project due to my intervention?”**, e.g. **“Until 2018, 40% of the population under 5 years in the Mwanza region (= total of 30.000 people) have better access to wound care.”**
 - The indicators for the **outputs** should stick to the output level: What do I deliver to and with the target group in terms of quantity (= absolute); e.g. **“In 30 wound-care trainings in the Mwanza region a total population under the age of 5 of 30.000 has been reached.”**
- Sources of verification: Where and how to get information: Description on how, by which documents, the information on the indicator will be collected on the various levels (regional/local/project-level). This information can also include who will collect it and how often.
- Means and costs: Instead of mentioning the indicators, in this column you should give a brief overview of the means and costs for each activity according to the main budget headings, i.e. personnel, operating costs etc. = **MEANS** and then link these main headings to the related costs in EUR/local currency = **COSTS**.
- Risks and assumptions to successful implementation: Please identify and list the **major risk factors** that could result in the project not producing the expected results. These should include both internal factors (for example, the technology involved fails to work as projected) and external factors (for example, significant currency fluctuations resulting in changes in the value of resources of the project). The question here should be: *What can cause my project to fail? (formulated in a negative way)*
- Please also summarize your **key assumptions on which the project plan is based**, e.g. **“government and environmental policy remaining stable”** which are anticipated in project planning, and on which the feasibility of the project depends. The question here should be: *What do I need from the outside world to be successful? (formulated in a positive way)*

Among the key issues to be addressed preparing the M&E system are:

- How will the performance of the project be tracked in terms of achievement of the steps and milestones set forth in the Implementation Plan (V.1.5.)?
- How will the impact of the project be assessed in terms of achieving the project's objective?
- How will the mid-course correction and adjustment of the project be facilitated on the basis of feedback received?
- How will the participation of community members in the project monitoring and evaluation processes be ensured?
- How will the long-term sustainability of the project be ensured?

2. Budget

General Remarks

The Project Budget is an important part of every project proposal. Once a project has been approved for funding, the reviewed budget information becomes part of the binding Project Agreement between plan:g and the proposing organizations. The development and management of a realistic budget is an important part of developing and implementing a successful project. The following important principles should be kept in mind in preparing a project budget:

- Usually only costs which directly relate to carrying out the activities and producing the objectives which are set forth in the proposal are eligible for funding. “Other associated costs should be funded from other sources.” **But what sources are these? From the beginning, let us think about sustainability – and that can well include sustainability components geared at creating financial income. However, let’s be realistic: A farm needs a farm manager and not a doctor. The classic approach of developing a farm to pay for an hospital is a classic failure.**
- The budget should be realistic. Find out what planned activities will actually cost, and do not assume that you will be able to do it for less.
- The budget should include all costs associated with managing and administering the project. In particular, include the cost of Monitoring and Evaluation (see Section V.2.).
- Also consider administrative overhead costs such as project administration, communication and office rent during the project period.
- All relevant, financial records should be made available. These may be independently audited, if agreed between plan:g and the project partner.
- The budget line items are general categories intended to assist in thinking through where money will be spent.
- The figures contained in the budget should concur with those on the Proposal Cover Page.

Please see below a template that you might possibly use to elaborate your project budget:

Partner Project Budget

Project Title:

Project Duration:

		Costs per unit	Quantity	Total costs/EUR	Total costs local currency	Year 1	Year 2	Year 3	Year 4	Year 5
I. Personnel costs	1. e.g. Project coordinator									
	2.									
	3.									
	4. Etc.									
Total personnel costs										
II. Material expenses	5. e.g. Local travel									
	6. e.g. Facilitators									
	7. e.g. Stationary for training									
	8. e.g. Transport for participants									
	9.									
	10. Others (please specify):									

Total material expenses										
III. Other costs	11. e.g. maintenance									
	12. e.g. office supplies									
	13. e.g. costs for communication									
	13. Etc.									
Total other costs										
Project Total										

4. Signature Page

The Project Proposal has to be signed by 2 authorized signatories:

Date, place

Name, Function

Name, Function

Date, place

Name, Function

Name, Function