

GUIDELINE for project applications to Engagement Global – bengo

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The following guide provides information, explanations and guiding questions designed to help you prepare a project application based on the funding requirements of the Federal Ministry for Economic Cooperation and Development (BMZ) for private German executing agencies.

The **project application** is to be submitted via the **Engagement Global application portal** at **www.antragsportal.de**.

The application requires information on your organisation (“private German executing agency”), on the local partner organisation in the project country (“local project partner”) and diverse information in regards to the contents, concept and organization of the project.

You are expected to provide a concise and informative overview of the project concept, which should reflect the complexity of the project and its design. This information will then be used to assess the project’s eligibility for funding in accordance with the funding guidelines, including the special auxiliary provisions (BNBest-P/private executing agencies).

The **project application** consists of **two parts**:

- **Part I – A web-based form in the application portal itself which allows to directly enter basic formal “PROJECT DATA”.**

Be sure to have your application information at hand, including financial plan and, in the case of projects extending over several years, a breakdown of expenditure per budget year.

The Central Programme Service has drawn up a “**Guideline for using the application portal**”. This will guide you through the web based part of the form step by step and is designed to serve as a reference for users.

- **Part II – An MS Word form in which “DETAILED INFORMATION ON THE PROJECT”** and its concept are to be provided in various subsequent sections. The link to this form can be found in the application portal.

In the application form for projects extending over several years, a brief summary (approx. 10 lines) containing the key information is to be provided in the framed text field at the start of each section; however this is not required in the other application forms.

Once the web-based part (Part I) has been completed, the completed MS Word form is to be uploaded to the application portal.

Ideally, the completed MS Word form (Part II) should be kept to a maximum of 15 pages; for small projects, 10 pages are generally sufficient (font Arial, Calibri, etc.; font size 11; all page margins should be at least 1.5 to 2 cm).

This guide generally addresses the reader directly. In this context, this can refer to both your organisation in Germany (private German executing agency) and your partner organisation in the project country (local project partner), as it is assumed that the project will be planned and designed by both organisations together.

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Part I – Project data *(web form in application portal)*

• Introductory note – reference number for private German executing agencies

Private executing agencies receive a reference number from Engagement Global after submitting an application for assessment. This is required in order to determine whether the private executing agency is eligible to apply for the selected programme.

When a project application is submitted to a specific programme, this reference number automatically appears in the field provided in the web form. Your organisation's reference number is relevant for further communication with Engagement Global in regards to the assessment of the eligibility of your organisation's application as well as all other processes related to the application, the project's execution and its reporting.

• Project specification

Please select the specific framework of the project that is being applied for:

- A "first-time project" – first-time applicants can apply for funding up to a maximum of € 50.000 with one budget year only
- A "one-year project" in which funding up to a maximum of € 100,000 can be applied for solely from one budget year
- A "project" usually running for up to four budget years (as a rule) or
- An "ex-post evaluation", i.e. an external evaluation of several completed projects in the region or in a number of different countries

• Project designation

Please enter the title of your project in German and English here. The title should reflect the project objective, not the planned measures (e.g. "Improving access to and conditions for education for X children of school-going age in country Y" and not "Building schools in country Y").

• Project location (country, region/place)

In what country is the project to be implemented? In the case of a programme (vs project) several countries can be indicated. In this case, please also specify the project location (indicating the region, administrative section, unit, name of the location etc.).

• Project duration

Please enter precise details about the duration of the project being applied for. In the case of first-time applicants, one-year projects and ex-post evaluations, you can only apply for funding from one budget year (1 January to 31 December).

Please schedule your project in such a way that all measures can be implemented and completed within the project term and the project objectives can be realistically achieved.

• Project objective

Please give a brief summary in German and English (maximum of 10 lines each) describing which objectives and effects are to be achieved by the end of the project among the target groups and/or partner organisations.

- **Details about target group**

In this section, you should provide quantitative information about the direct and indirect target groups in the planned project.

In this context, direct target groups are those actors who will make use of the capacities established by the project and among whom a positive effect will be generated. The number of persons should be indicated here.

Indirect target groups are actors who benefit from the effects of the project and/or generally contribute to its ultimate success. The number of persons should be indicated here. Both the direct and indirect impacts are to be presented clearly in the project application and in the results matrix.

A differentiated presentation of the direct and indirect target groups is to be made under Point 3 in Part II of the application.

- **Preregistration in the previous year's annual planning enquiry**

Through the bengo circular, private executing agencies are requested by the BMZ and Engagement Global to register, by a specific deadline, projects planned for the following year.

First-time applicants seeking funding up to a maximum of € 50,000 are not required to preregister their projects.

A specific planning identification code is issued for each of the preregistered projects.

If you would like to communicate with bengo regarding a preregistered project that has not yet been submitted, please use this specific planning identification code. After the project has been submitted, the project number that will then be issued will suffice for communication purposes.

The application form asks whether the project has been preregistered. If you select "No", you are required to provide an explanation in the text field. If you select "Yes", you should then search for the funding title under which you have registered the project (e.g. private executing agency, international climate and environmental protection, media, Special Initiative One World Without Hunger (SEWOH), Special Initiative Refugee, etc.). Following this, your preregistered projects will be displayed; next, please select the project for which you would like to submit an application.

- **Contact details and designated contact(s) of the private German executing agencies**

The names of the designated contact(s) are to be indicated together with details such as position, telephone number and e-mail address. The designated contacts of your organisation in Germany are to be named (with contact details) so that they can be contacted during the application process by bengo.

- **Contact details of the local project partner**

Details should also be provided about the local project partner, i.e. name of the local organisation, postal address, telephone number, e-mail address, URL (if applicable) and designated contact (with contact details).

- **Financial plan – expenditure (in euros)**

With regard to planned expenditure, please enter your project-specific expenditure items and expenditure amounts, the latter rounded off to the nearest euro (as is customary for planned figures). The total amounts of the overall individual budget categories (investments, operating expenditure, staff,

project liaison visits, evaluation/feasibility studies) and the subtotal and total expenditure amounts are calculated on this basis and shown on the following page.

The relevant expenditure should be explained and plausibly detailed in the description of the measures, methods and instruments for achieving objectives under Point 5 in the MS Word part of the form (Part II: "DETAILED INFORMATION ON THE PROJECT" (*text form*)).

Regarding fund reserves:

In this field, you can enter an amount equivalent to a maximum of 3.5 % of the total project-specific expenditure indicated above. In particular, the fund reserves are to be used to offset cost increases, e.g. in the event of exchange rate fluctuations in the course of a longer project term. No applications for fund reserves can be made for first-time applications or for small projects with a project duration of up to one year.

Regarding administrative fees:

Please indicate the specific administrative fees allowance for which you are applying. The purpose of the administrative fees allowance is to cover the expenses incurred by private German executing agencies in connection with project activities. Generally speaking, this can amount up to 4 % (of project expenses plus fund reserves in some cases). It is also possible to set a lower % of the administrative fees allowance.

In special cases, for which compelling reasons must be cited, you can apply for up to 10 % or even 14 % (e.g. for projects and programmes needing a very high degree of coordination, for complex projects with targets in different sectors and on different levels of the society and the state; please also see the funding guidelines effective as of 1 January 2016, Section 6.10).

• Breakdown of operating expenditure according to budget year

For projects extending over several years, project operating expenditure must be detailed according to budget year.

Estimated operating costs that continue to be incurred after the project has come to an end are to be set at gradually decreasing annual rates over the course of the project. It is expected that gradually these costs will be covered by other funding sources. This is one indicator to show to what extent sustainability can be achieved. If projected operating expenditure does not decrease over time, legitimate reasons must be provided in the text field below the table.

• Breakdown of staff costs according to budget year

As with operating expenditure, staff costs for projects extending over several years must be broken down according to budget year. It is equally expected that projected staff costs will decrease gradually as the project progresses. As an exception, staff costs that are directly linked to the project implementation (project coordinator, administrator, driver, etc.) and that cease to be incurred once the project has come to an end can be budgeted at 100 %. If staff expenditure does not decrease over time, legitimate reasons must be provided.

Staff that are involved in project implementation and are to be financed as well should be listed separately together with a description of their functions. There are specific columns in the application form in which the following information is required per budget year for the planned project term:

- "Number": Number of employees in the specified function
- "Monthly pay (gross)": Pro rata monthly salary for each employee in accordance with their scope of work (the amount of time of the employee spent on the project) the project

Please note: If, for example, an employee spends 30 % of his/her working time on the project in question and 70% on another, only 30 % of his/her salary is to be indicated here.

- **“Scope of employment in %”**: Percentage of the employee’s working time to be assigned to the project in question
- **“Time period (in months)”**: Number of months per budget year of the project term in which each staff member is employed on the project.
- **“Staff costs”**: In this column, the number of employees is multiplied by their pro rata monthly pay and length of employment in months per budget year of the project term. This column indicates the staff costs required for the implementation of the project, specified for all staff members in a respective function
- **“Project-financed part”**: In this column, please then enter the amount that is actually to be financed through the funding of this project
- **“Percentage of”**: The final column shows what percentage of the actual resulting costs are being financed by this specific project

Please note: Where estimated costs are projected as decreasing over time, the first budget year might contain for example 100 %, the second 75 %, the third 50 %, the fourth 25 % or other decreasing stages.

Please also be sure that salaries are coherent with local standards. You can use the following text field to provide explanations on projected expenditure decreasing over time and to confirm that salaries are coherent with local standards.

• **Pro rata financing**

Please indicate in the corresponding field what degrees of pro rata financing you are applying for. As a rule, up to 75 % pro rata financing is provided. A higher pro rata financing, up to a maximum of 90 %, can only be approved in exceptional cases for which compelling reasons must be cited.

• **Financial plan – income (in euros)**

In regards to planned income, please enter the monetary contributions, which originate from the internal funds of the private executing agency (private executing agency, local project partner, target group and/or other organisations in the project country) and which are an integral part of the overall pro rata funding of the project.

Please also use the text field to explain the origin of the applicant’s internal funds that are provided for this project. Please note that applicants must secure financing for their own contribution before applying for project funding from Engagement Global.

• **Exchange rate**

The exchange rate on which planning is based must be indicated beneath the income and expenditure table. If planning involves a number of different currencies, all relevant exchange rates should be indicated.

• **Additional explanations on project financing**

In this section, you are expected to provide the following information in particular:

- If pro rata financing in excess of 75 % is being applied for, compelling reasons must be given for this.
- If the administrative fees are to exceed the usual 4 %, compelling reasons must be given for this too.

- If, besides the financial contributions indicated, the target group and/or the local project partner make additional substantial contributions to the project (f.e. manual labour or contributions in kind), it is strongly recommended that these contributions are equally mentioned and detailed in the application form.

• **Additional information in the case of infrastructure related projects**

If an infrastructure projects is planned in connection with a project, further information must be provided on this. First, please choose the field that applies for your project:

- No infrastructure projects planned,
- infrastructure projects costing up to € 125,000
- infrastructure projects costing more than € 125,000 and less or equal to € 1 million
- infrastructure projects costing more than € 1 million

If a field with infrastructure projects is selected, additional information will be requested. You will be asked to confirm that:

- Land acquired for infrastructure projects is owned by a local not-for-profit institution (e.g. project partner, target group, municipality).
- The building permit or relevant supporting documentation has been provided or can be obtained and submitted to Engagement Global prior to the start of the infrastructure projects.

In addition, the following conditions must be met and written proof provided:

- The land is suitable for the planned infrastructure projects with regard to foundation, slopes, neighbouring buildings, and supply and outlet connections.
A description of these aspects is to be included in the description of infrastructure projects under Point 5.2 of the application form.
- The construction activity will be supervised by qualified professionals (e.g. architect, construction engineer).
- The expenditure for land purchase and infrastructure projects and the type of construction are in line with local/country-specific standards.

For planned infrastructure projects costing more than € 125,000, the costs must be detailed along the construction stages: “development and preparation”, “external structure”, “interior work” (in Euros) and costs per cubic metre (m³) of built space.

Planned construction costing over € 1 million will be subject to an external assessment by the Federal Office for Building and Regional Planning (BBR). For more information on this, please contact Engagement Global.

• **Audit by a recognised independent chartered accountant**

Please indicate here whether you intend to have your project audited by an independent chartered accountant and, if so, which costs this will entail in the financial plan (providing reasons for this in the text field provided). The chartered accountant should be selected jointly by you and the local project partner.

Please note that the audit certificate must comply with the minimum requirements specified by the Federal Ministry for Economic Cooperation and Development (BMZ). For information on selecting a suitable chartered accountant and on the minimum requirements for audit certificates, please see special provision no. 1 in section 6.2 of the special auxiliary provisions (BNBest-P/private executing agencies) and Annex IV “Audit by chartered accountant” on the funding guidelines effective 1 January 2016.

Together with the proof of use, an original document confirming the chartered accountant's qualifications must be submitted (in addition to the audit certificate) after the project has come to an end.

- **Substantiated application for early use of internal funds by the private German executing agency**

A project may not have begun or begin before the application has been approved and before the private law based transfer agreement has been signed by Engagement Global.

In exceptional cases substantiated by compelling reasons, an application can be made to commence a project before the transfer agreement is signed, albeit at the applicant organisation's own risk and by using exclusively internal funds. The reasons necessitating this early use must be directly related to the project concept and, in some cases, specific external conditions in the project country. In the application, please state a specific date on which the project is to begin early.

The project may only begin once you have received written approval to make early use of your own funds. Please consider what consequences this can have for your organisation, for the local project partner and for the target groups in the event that project funding (and therefore also BMZ's pro rata financing) is not provided and you either have to finance the entire project yourself or cancel it due to a lack of funding.

As a rule, early use of own funding is not permitted for first-time projects and projects with a term of up to one year.

- **Declaration see glossary**

Please confirm this declaration by clicking on the confirmation box.

- **Declaration on publication of data on funding provided to private German executing agencies**

Please confirm this declaration by clicking on the confirmation box.

- **Confirmation that work on the project has not yet begun**

The project may not begin before a transfer agreement between Engagement Global and the private German executing agency and the subsequent required project agreement have been signed by the German and the local project partner. Please confirm this here.

- **Attachments for uploading**

Please upload the second part of the project application: the completed text file "Part II – DETAILED INFORMATION ON PROJECT WORK"). Only then will the project application be complete.

You should also include any other necessary attachments to the project application (e.g. reports on feasibility studies for projects for which funding in the amount of €500,000 or more has been applied for, construction plans for construction projects, etc.). Please use standard file formats for this (Microsoft Office formats, image files and PDFs).

If necessary, you can use the following text field to include explanatory notes on the attachments.

- **Confirmation that the eligibility criteria have not changed and that the documents submitted by the executing agency are up-to-date**

Before confirming, please verify that the most recent documentation for eligibility for funding in the title for private German executing agencies (687 76) has in fact been submitted to Engagement Global (dated

and signed articles of association, complete association registry extract, valid current confirmation of not-for-profit status, narrative annual and financial reports for the last three years).

- **Submitting files electronically**

At the end of the process, a window opens in which the application can be summarised in a single downloadable and printable PDF document for the purposes of checking. Please open the form and check the information you have provided once again. The printout is indicated as a draft version and should not be sent to Engagement Global in this form. Should you wish to correct details, please click on “Zurück” [Back] in the menu bar below.

Once you are sure that all details are correct, you can transfer the form and all attachments electronically to Engagement Global by clicking on “Senden” [Send] below.

You will be sent a confirmation of receipt by bengo within approx. three days. A project coordinator of Engagement Global will contact you at a later stage to provide you with information about revising the documents.

- **Place, date and legally binding signature(s)**

Once the consulting processes and any necessary amendments have been completed, a printout of the last application version sent via the application portal is to be signed by a representative of the private German executing agency (authorised in its articles of association), including place and date. Please send the signed printout of the application, including all necessary attachments, by post to:

ENGAGEMENT GLOBAL gGmbH
Zentraler Programmservice
Tulpenfeld 7
53113 Bonn, Germany

Changes made to the printout by hand will not be taken into account.

Part II – Detailed information on the project *(Text document)*

Each project application submitted via Engagement Global's application portal is allocated a four-digit project number. This will serve as the registration number of the project throughout the entire project application, implementation and reporting processes. It is generated and displayed in the application portal after you have submitted the application to Engagement Global via the portal. Once you receive feedback on your application, bengo will add the project number as a reference in the MS Word document.

In this document, please begin by entering once again (in the field provided) the project country in which the project is to be implemented, the project title, your organisation's name ("private executing agency") and the timeframe of the project.

1. Information on the local project partner

Please use the framed text field provided to write a short summary (approx. 10 lines) about the local project partner, i.e. your partner organisation in the project country that will be implementing the project. In case of first time projects or projects limited to a single budget year this short summary is not required.

The summary should include in particular the local organisation's experience in implementing projects, its existing (administrative and specialist) capacities, and its status as an independent, not-for-profit organisation.

1.1 Contact details and designated contact

Please indicate here the name and address of the local project partner that will be implementing the project, and the name of a designated contact, together with a telephone number and e-mail address.

1.2 Legal form, institutional objectives, not-for-profit status

Please describe the type of organisation and its legal status in the project country.

Guiding questions:

- *Is the local project partner a not-for-profit organisation and is it registered in the relevant project country as a non-governmental organisation (– please state registration number if available)?*
- *Which mission and mandate (principal objectives) does the local project partner have as an organisation?*

1.3 Staff, specialist and financial capacity, ties with other donors

Please give a brief explanation of the local project partner's composition, its organisational structure, and its specialist and administrative knowledge and experience.

Guiding questions:

- *How many full-time and voluntary staff members are part of the local organisation consist of? How many employees work there? What specialist and professional expertise and experience do they have?*
- *What capacity and experience does the project partner have in the area of project management (administration, coordination and monitoring)?*

- *Roughly speaking, what budget did the project partner have on average over the last three years? Which organizations/institutions provided funding to the local project partner? What steps is it taking to improve its financial basis?*
- *Has the project partner ever worked with other German or international donors before? If so, in what context?*

1.4 Sectoral and regional scope; activities

Please briefly describe the areas in which the local project partner has been active to date, specifying the kind of development projects it has implemented and the financial dimensions.

Guiding questions:

- *In which regions and in which areas has the project partner implemented projects to date?*
- *What experience does the project partner have in independently implementing development projects and in managing funds (including public funds from international donors)?*
- *What experience does the project partner already have in implementing similar projects to the project planned now?*

At this point, it might also be useful to provide a brief table listing examples of projects from the last 3 years (year, sector/project area, donor and budget).

1.5 Relationship between private German executing agency and local project partner in the developing country; assessment of and reasons for cooperation

Guiding questions:

- *To what extent has your organisation (private German executing agency) already worked with the local project partner in question and specifically in regards to which projects?*
- *Why was the project partner selected for this collaboration and how has it performed to date?*
- *Are there any organizational ties between your organisation and the local project partner? For example, are members of the German organisation also members of the local project partner? If so, in what function? Do any family ties exist?*

2. Initial situation / problem analysis (relevance)

Here we ask that you provide a summary (approx. 10 lines) of the information to be recorded under the following subsections, describing the current situation at the project location, in the project region and among the target group, what problems and needs exist and how the idea and plans for the project in question were developed.

2.1 Initial situation and problem description

Please enter project-relevant information about the region in which the project is planned (village, target communities, province). Please feel free to include a sketch map. For example, you might describe the socioeconomic structure in the project region, the existing infrastructural facilities (education, healthcare), the supply of public services (e.g. water, energy), transport connections, etc.

It is important for the initial situation to be described in relation to the planned intervention of the project. For instance, in the case of a healthcare project, the description should focus in particular on the healthcare situation and the relevant existing infrastructure. Similarly, in the case of an educational project, the description should focus in particular on the schooling situation and infrastructure in the project region.

Any national strategies and programmes that are of relevance to the project area should also be taken into account.

The focus of the problem and needs analysis should be on aspects that are relevant and crucial to the planned project, since the project's objectives, its approaches and its measures/activities will be derived from these analyses.

Guiding questions:

- *Which local problems prompted you to plan this project, and at what level do they manifest themselves? What are the causes of these problems and how do they affect the living conditions of the target group?*
- *What needs has the target group expressed in order to rectify these problems?*
- *What expertise and skills do local project partners/target group have and which important skills do they lack?*
- *To what extent does the project address the needs articulated by the target group as well as the overall development objectives of national or global policies (e.g. food security, human rights)?*

2.2 Project Preparation

Guiding questions:

- *On whose initiative was the project planned? How was the target group involved in its planning and preparation? With regard to the project and the measures involved, did discussions take place with the relevant actors such as local or other public authorities (e.g. with educational authorities in connection with the planned building of a school) or with other non-governmental organisations? If so, with which ones?*
- *Have other organisations at the project location already introduced projects or plans for projects that have similar objectives to yours?*
- *If construction or procurement measures have been planned, have comparative quotes already been obtained for cost planning?*

If applicable, please also provide information on other documents or relevant preliminary work in developing your project concept. For example, these might include applications prepared by the local project partner in the project country, preparatory data collection or studies, discussions with target group representatives, evaluations of previous projects, etc.

3. Direct/indirect target group

In this section, the target groups should be briefly outline in a summary of no more than ten lines, upon which a more detailed specification should follow. This specification should include quantitative and qualitative information on the direct and indirect target groups. As well as intermediaries in the planned project. A summary is generally sufficient for first-time projects and one-year projects.

Guiding questions:

- *Who is to benefit from this project in concrete terms?*
- *How can the target group be characterised, differentiated according to key social characteristics, overall target group size, social affiliation and other characteristics that are relevant for your specific project (e.g. men/women; members of disadvantaged ethnic, religious or other minorities; young people; people with disabilities, etc.)?*
- *How does the target group earn its living?*

- *Are there any community based associations/initiatives of the target groups, on which the project could build on? What contribution will the target group make towards the implementation of the project?*
- *Are there institutional target groups and, if so, how are these involved in planning and implementing the project?*
- *To what extent do these institutional target groups contribute to the broad impact and sustainability of the project?*

A distinction can be made between various types of target groups in the partner countries:

Direct target groups are those groups of people and population groups whose living conditions will be directly, explicitly and positively impacted on due to the project's activities.

Direct target groups

- a. should be involved in planning and implementing project activities.
- b. Institutional direct target groups are organisations such as community based associations/ initiatives of the local population NGOs, associations, cooperatives, etc., that the project aims to enhance (as part of capacity development processes) in order to achieve its objective with sustainable results.

Both direct target groups use the newly acquired capacities and/or infrastructure and can be defined as direct target group if they have been positively impacted by the project's measures/activities.

- c. Indirect target groups are not directly involved in specific project measures/activities, but but benefit from the impact of the project and/or generally contribute to its ultimate success as well.

Both direct and indirect benefits are to be presented clearly in the project application and in the results matrix.

- d. Intermediaries/key resource persons/focal points are those persons, groups or organisations that are able to multiply the positive effects of the project and thereby contribute to a potentially broadened and increased impact of the project towards a multitude of persons, groups, communities (e.g. teachers, healthcare professionals, cooperatives, local authorities, human rights organisations, etc.). Intermediaries/multipliers do not necessarily belong to the project partner and/or the direct target group. As they are many times crucial to the success of the project and to the safeguarding of its long-term sustainable impact, it is advisable to include them here as targets of the planned measures. In case that intermediaries are to benefit from measures towards their capacity development, the intermediaries in these cases can be counted towards the direct target group in the specific context of the project (e.g. training measures for midwives, teachers, cooperative members, etc.). If a group of people/organizations (etc.) is to be defined as direct, indirect or intermediary target group, needs to be decided within the context of each specific project.

4. Results matrix (significance and effectiveness)

The results matrix is to show the objectives for the planned project within the defined project duration as well as the anticipated long term change processes.

Objectives are the intended development related improvements for the target group. They must be formulated in concrete and target group-oriented terms and be verifiable and achievable within the planned project term.

Indicators that are to be defined, measured and observed are used to check the changes during the course of the project and to determine the degree to which objectives and results have been achieved by the end of the project.

Indicators should not be confused with planned measures and activities. Project measures are merely the means to achieving objectives. Project activities should not be listed in the results matrix of the project application; Section 5 of the project application is for the description of these activities.

Project objectives and indicators are developed and defined based on the specific initial situation and problem analysis at the project location.

Overall objective (impact)	<p><i>Guiding question:</i> <i>What <u>benefits</u> (= direct impact does the project have on the target group(s)?</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> – <i>“The economic livelihoods of poor farming families in region X of country Y have improved.”</i> – <i>“The civil society of the rural population in the XY province has been strengthened.”</i>
Project objective (outcome)	<p><i>Guiding question:</i> <i>How are the capacities, which have been created by the project (structures, projects, goods, services or skills) used by the <u>target group</u>?</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> – <i>“The trained small farmers in province X use the new methods Y in their fields effectively and pass on their skills to others.”</i> – <i>“250 families from XY use clean drinking water.”</i> <p>Please note: Only <u>one</u> project objective is to be specified.</p>
Sub-objectives (output)	<p><i>Guiding question:</i> <i>Which <u>capacities</u> (structures, projects, goods, services and skills) are developed/strengthened/created as a result of the project by/for the target groups?</i></p> <p><i>Examples:</i></p> <ul style="list-style-type: none"> – <i>“x, y, (amount of months) after the project began in region x, access by the population was provided to three professional training centres specializing in electrical engineering, IT and tailoring.”</i> – <i>“The farmers’ committee has been recognised as a lobby group representing the interests of regional small farmers.”</i> <p>Please note: It is possible to define more than one sub-objective. However, particularly in the case of complex project, you should limit the sub-objectives on the crucial key capacities.</p>

By defining and using these indicators, it is possible to measure whether the project objective and sub-objectives have been achieved and the degree to which changes have been effected during the course of and at the end of the project.

At least one indicator should be allocated to the project objective and to each sub-objective. Indicators at sub-objective level should measure the capacity development and strengthening initiated by the project; those on the project objective level should measure the usage of developed/strengthened capacities.

More than one indicator may be formulated for each objective.

Wherever possible, indicators should be “SMART”:

- Specific: Clearly defined and geared towards the target situation

- **Measurable:** measurable = with a minimum of resources
- **Appropriate:** Geared towards needs; desirable for all stakeholders
- **Relevant:** Central to resolving the identified problems
- **Terminable:** timewise = of being achieved by the end of the project at the latest

The indicators (and the extent to which they are fulfilled are to be entered into the results matrix and should describe both the initial situation (actual situation) and the situation at the end of the project (target situation). This means that, for each indicator, the actual situation is to be compared with the target situation:

Indicators (possibly also specifying quantity)	
Actual situation (quantitative and qualitative)	Target situation (quantitative and qualitative)
<p><i>Guiding question:</i> <i>What is the initial situation like?</i></p> <p><i>Examples at project objective level:</i></p> <ul style="list-style-type: none"> – “Two types of vegetables (A and B) are grown per farming family in region XY, which is not sufficient for a balanced diet.” – “Only 40% of the 1,200 children of school age in city XY are enrolled (20% of them are girls).” <p>Please note: The initial situation must be described in the form of measurable/observable conditions/characteristics. The statement “The school in XY has no drinking water well” is not a sufficient indicator. For example, the following statement could be used instead: “In XY, the only water available within a two-kilometre radius of the school is polluted river water.”</p>	<p><i>Guiding question:</i> <i>How do you recognise that the objective has been achieved at the end of the project?</i></p> <p><i>Examples at project objective level:</i></p> <ul style="list-style-type: none"> – “At least five types of vegetables (A, B, C, D and E) are to be grown per farming family in the XY region from the third project year onwards.” – “80% of the 1,200 children of school age in city XY are to be enrolled by the end of the project term (45% of them are girls).”

5. Measures, methods and instruments for achieving objectives (effectiveness and efficiency)

5.1 Timeframe for measures

Please use the table to provide an overview of the planned project measures/activities, their duration as well as the timing for each of these measures/activities. Each field represents one quarter (of a year). This overview clarifies not only the sequence of the individual measures, but also the relationship over time between the measures and the project objectives (i.e. showing which measures are implemented at what stage in order to achieve which objectives.)

The timeframe is an important planning instrument in a project.

5.2 Project measures – description, methods and instruments

(Including contributions to capacity development of local project partner and target group organisations)

Please use this section to provide a structured presentation of the specific planned measures and instruments which are to be used to assure the achievement of the objectives.

For all measures, the expenditure listed in the financing plan must be thoroughly explained providing a clear basis of their calculation (if possible, please present a table for maximum clarity). Please ensure that the amounts in these calculations correspond exactly to the expenditure in the financial plan.

Guiding questions:

- *In what ways do the individual measures support the achievement of the project objectives?*
- *To what extent are the measures adapted to the target group's development status? Have any alternatives been assessed? Are the measures and the chosen approach suitable for achieving the project objective?*
- *What training measures for the staff of the local project partner or for (representatives of) the target group are planned in order to strengthen local project partner (e.g. training in financial management) or to assure the achievement of the objectives (e.g. training for teachers to improve classroom teaching)?*
- *What activities are envisaged at different levels, e.g. at village, district, region, municipality or ministry level – for example, capacity development, lobbying and participation in the planning and implementation of national development programmes and strategies? What scope do these activities have in the project as a whole?*
- *In the case of procurement measures, where will the materials be sourced? Who will organise the purchases, and how? For procurements outside the partner country, have the transport costs been included in the calculation? Has an application for customs exemption been made? An explanation should be given as to why the machines, equipment or materials cannot be obtained in the partner country. If the required items are available in the partner countries or neighbouring countries, they should always be procured there rather than in industrialised countries.*

In the case of construction measures, please give details about the building methods and the existing construction documents and calculations, and provide information on the current and future ownership structures of the building site, and on how the building is to be used once it has been completed. For further explanation, please refer to the information contained in the sections on construction measures in the web based form (part I of the application).

In this section, please also be sure to include information about the target group's specific contribution to the project, e.g. in the form of voluntary manual work or others.

5.3 Other accompanying measures, coordination and monitoring

Further resources are usually also required for the purposes of project management, coordination and monitoring. This includes human resources as well as the financing of project-related operational costs, such as office rent, communication, necessary equipment, transport and monitoring (e.g. regular field visits by project staff, expenditure on half-yearly planning or review meetings with the various stakeholders).

Please note that it may be necessary to include some costs on a pro rata basis, e.g. if the project partner uses the office infrastructure for running other projects at the same time.

Please explain what measures, procurements and associated costs will arise here and justify the need for these resources.

In this section, it is recommended that you also mention any resources that might be used but are not funded as part of the project – i.e. those for which no items of expenditure are included in the financing plan. This helps to clarify the ownership and commitment of the local project partner and/or the target group and state bodies in bringing the project to a successful conclusion.

Reasons for planned project liaison visits should be explained clearly and verifiably in this section. As a rule, you may apply for one project liaison visit for each 12 months of the project term – this is for one person and can last a maximum of 14 days (see Section 6.7 of the funding guidelines, effective 1 January 2016).

For projects extending over several years, you can apply for an external evaluation if you can cite valid reasons.

5.4 Staff costs

Please provide short job descriptions and tasks involved for the various staff members required for implementing the project in the project country (for project coordination, administrative and logistical tasks, or for carrying out the actual project measures for the target group). This can be in the form of a list or table.

For projects that require numerous employees, the need for these should be explained clearly.

In the online part of the application (Part I), the planned staff should be listed in a table according to their functions, with the expenditure calculated according to each budget year.

Salaries should be paid at local rates.

6. Cooperation with other actors

Guiding questions:

- *What other development projects are currently being implemented in the project region or surrounding areas that address similar issues or have similar objectives? Are there any state programmes or strategies in the relevant sector? If so, how are these being implemented?*
- *Are there any projects or initiatives in the project region run by other NGOs or state organisations with which you (could) coordinate your activities or work together? To what extent will you make use of possible synergy effects from measures undertaken by other donors or programmes?*

In addition to highlighting opportunities and plans for cooperation and complementary approaches, it is important here to signal how the project will be integrated into existing state policies/ programmes or other development projects, rather than risk duplicating certain structures/activities or possibly even counteract state policies.

7. Risks and risk-reduction measures

Please start by briefly explaining which context-specific (sociocultural, political and ecological) risks exist in connection with your project, and how you plan to avoid these or to limit the damage should they materialise (approx. 10 lines).

If you deem it appropriate, you can then provide more details on these possible risks and your approach to dealing with them. For example, the security situation should be given special consideration for projects in fragile states and conflict situations.

Guiding questions:

- *What developments might hamper the implementation of the project and the achievement of its objectives (e.g. crises, conflicts within the target group, religious conflicts, climatic conditions, political upheavals, inflation), and how would you deal with these? What steps are you taking to minimise these risks and potential negative impacts on the project?*

8. Promoting sustainability (structural, economic, social and ecological)

The BMZ title for private German executing agencies aims to support development projects that build capacities, structures and improve living conditions sustainably. This means taking an approach that ensures that the positive impact of a project and its measures remains long, after the funding ends, leads to further positive impacts and is not undermined by any unforeseen negative developments. For this reason, special attention must be paid to the aspect of sustainability.

Please describe how you plan to ensure sufficient sustainability. For projects that extend over several years, this should be preceded by a short summary (approx. 10 lines).

Guiding questions:

- *How will you ensure that the project's impact will remain after funding stops?*
- *Who will be responsible for covering subsequent costs (e.g. for operating, maintaining and staffing a training centre) when the funding ends, and how will these costs be covered? (Perhaps an economic viability assessment could be provided here?) Such costs also include building maintenance and repairs, as well as replacement investments.*
- *When procuring machines and equipment, have you taken steps to ensure the availability of spare parts and maintenance services? Who will be responsible for maintenance and repairs?*
- *How will you ensure that structures developed in the project (e.g. self-help groups, water committees, women's cooperatives) will remain operational, or that knowledge acquired through training will be put into practice and passed on to others?*
- *How will state bodies be involved, and what local financing opportunities will be used?*
- *How is the ownership of the project's infrastructure/capacities and the needed responsibilities for their management be regulated between the various stakeholders once the project has come to an end? Who will assume ownership of project-financed buildings and materials when the project ends?*
- *What steps will you take to ensure that the planned measures are ecologically sustainable (especially in projects focusing on agriculture, the protection of natural resources or climate protection, or in projects that could have an adverse environmental impact, for instance through wastewater or pollutants emitted from teaching institutions or manufacturing plants)?*
- *Does the project concept envisage any measures that could enhance the project's effectiveness beyond the primary target group(s)?*

Please note:

Funding will not be provided for projects that cannot be sustained over the long term, or for which the subsequent costs are not covered. The funding for the operating costs after the end of the project should not be assumed by the private German executing agency (or, at most, only temporarily).

- **Date** (*like Part I*)

Please enter the date on which the application was most recently revised. This must be identical to the date in the online part of the application (Part I).

For questions and suggestions please contact the bengo team.