ENGAGEMENT GLOBAL

bengo FÖRDERUNG AUSLANDSPROJEKTE

Guide to project applications

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Preambel

This guide provides information, explanations and key **questions to help you complete** the project application based on the funding guidelines issued by the Federal Ministry for Economic Cooperation and Development (BMZ) for the promotion of development-related projects by German NGOs on 1 January 2025.
The organisations referred to in these guidelines as "private German organisations" or "German organisations" are hereinafter referred to as " German NGOs". For simplicity, this guide uses the singular, even if several organisations are involved.

This guide generally uses the direct form of address, i.e. "you". In this context, this refers to both your organisation in Germany ("German NGO") and your partner organisation in the project country ("implementing partner"), as it is assumed that the project will be planned and designed jointly.

The project application must be submitted via the Engagement Global grant management software at https://foerderung.engagement-global.de/.

The application asks for information about your organisation ("German NGO"), the local partner organisation in the project country ("implementing partner") and a range of information about the content and organisational concept of the project.

A concise and meaningful description of the project concept is expected. This should reflect the project's complexity and design. This information is used to assess the eligibility of the project in accordance with the applicable funding guidelines, including the Specific Regulations (BNBest-P/ Private Organisations/German NGOs). The assessment is presented in the form of a criteria grid.

The project application consists of two parts:

- **Part 1** – a web-based form in the application portal for entering basic formal "PROJECT DATA" directly.

Tip: Make sure you have all the information about your application ready, including the financing plan. In case your project is multi-year, you will also need to provide a breakdown of personnel expenses by month.

- **Part 2** – a WORD form in which conceptual "CONTENT-RELATED INFORMATION ABOUT THE PROJECT" is to be provided in various sections.

You will find the link to the WORD form in the application portal.

The completed WORD document must be uploaded to the application portal. Formally, the completed WORD document (Part 2) should not exceed 30 pages (font: Arial, Calibri or similar; font size: 11; all margins should be at least 1.5 to 2 cm).

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Part 1 – Project data (web form in the application portal)

1.1. Introductory note – Organisation number of the German NGO

The German NGO will receive an organisation number from Engagement Global after submitting an **application for organisation review**. This is necessary to determine the German NGO's eligibility to apply for the selected programme.

When submitting a project application within the framework of the programme, this organisation number appears automatically in the field provided for this purpose in the web form. The number of your organisation, and later also the project number (which is only assigned when the project application is submitted), is relevant for further communication with Engagement Global in the context of assessing your organisation's eligibility and all processes relating to application, project implementation and completion.

1.2. Type of project

Please select the type of project you are applying for:

- a "project" for which funding of up to a maximum of 100,000 euros is being applied for,
- a "project" for which funding of more than 100,000 euros is being applied for, or
- an "ex-post evaluation", i.e. a project for the external evaluation of several completed projects in a region or across countries.

1.3. Project designation

Please enter the title of the project in English and German. The title should reflect the project objective, not planned measures (example: "Improving access to and conditions for school education for x children of school age in location y", not "School construction in location y"). Please note that the project title must not exceed 150 characters.

1.4. Project location (country, region/town)

In which country will the project be implemented? For programmes, it is also possible to specify several countries. Please also specify the project location (region, administrative unit, town or similar). For ex-post evaluations only: Please select "cross-border" as the country.

1.5. Project duration

Please provide precise details of the proposed project duration. Plan the project duration so that all measures can be implemented and completed within the time frame, allowing for the realistic achievements of the objectives.

Please note that you should choose the start date for the project that allows sufficient time to application to be processed. As a rule, the start date should be no earlier than four months after the project application has been submitted.

1.6. Brief description of the measures

Please provide a summary in both German and English (maximum 10 lines/1,500 characters per language) of the project's expected objectives and impacts that the project is expected to achieve among the target groups and/or partner organisations at the end of the project period.

Please note that the brief description of the measures will be provided to the Transparenzportal des BMZ. As this information is publicly and internationally accessible, the description of the measures should not contain any sensitive or otherwise security-relevant information. Therefore, please refrain from naming local actors or specifying locations at this point. This will avoid security risks, particularly for partner organisations.

1.7. Information on the target group

In this section you should provide quantitative information on the direct target groups in the planned project. Please ensure that the numbers in Parts 1 and 2 of Chapter 3 of the application match. A distinction is made between different types of target groups in the partner countries:

Direct target groups are those individuals and population groups on whom the planned measures have a direct and concrete impact in terms of improving their living conditions. They should be involved in the planning and implementation of the project activities.

Institutional direct target groups are organisations such as grassroots or self-help organisations, non-governmental organisations (NGOs), associations, cooperatives and others whose strengthening within the framework of capacity development processes is an integral part of the project to achieve the project objective.

Both direct target groups use the capacities developed up by the project (utilisation). This is shown in the impact matrix at the project objective level. The number of individuals should be specified here.

1.8. Pre-registration in the previous year's call for proposal announcement

German NGOs are requested by the BMZ and Engagement Global via the bengo newsletter to pre-register the projects planned for the following year within a specific period.

Projects with grants of less than 100,000 euros and ex-post evaluations do not need to be pre-registered. Such applications can be submitted at any time of the year.

A specific planning ID is assigned to each of the pre-registered projects. The specific planning IDs and the respective priorities for the corresponding projects can be found in an overview. You can find this overview under the agency data in the application portal. If you wish to discuss a pre-registered project with bengo that has not yet been submitted, please quote this specific planning ID. Once the project has been submitted, the project number assigned is sufficient for communication purposes.

The application form asks whether a project worth more than €100,000 has been pre-registered. If you select "No", you must provide an explanation in the text field. If you select "Yes", then select the relevant funding title (e.g. Private Organisations, International Climate and Environmental Protection, Media Funding, Special Initiative for the Transformation of Agricultural and Food Systems SIAGER, Special Initiative for Refugees and Host Countries SIGA) under which you registered the project.

The corresponding pre-registered projects will then be displayed; please select the project for which you wish to create a project application.

1.9. Contact details and contact person(s) of the German NGO

Please provide details of the contact person(s) such as their position in the organisation, telephone number and email address. You should also provide the contact details of the person representing your organisation in Germany so that bengo can contact them to process the application. Please note that this person will also automatically be designated as the contact person for the forwarding agreement.

1.10. Contact details of the implementing partners

Information must also be provided about implementing partners organisations, i.e. the name of the implementing partner, postal address, telephone number, email address and, if applicable, website, as well as contact person(s) with relevant contact details. If several local implementing partners in exceptional cases international NGOs and their foreign offices, receive a budget, these must all be named. They must also be specified in Part 2 of the application under “Information on the implementing partners”.

1.11. Financing plan – expenditure (in euros): General

Please enter the project-specific expenditure estimates and expenditure amounts for the planned expenditure. As is customary in planning, round off to full euro amounts. Please use the so-called ‘commercial rounding’ method. The application portal also uses this method when breaking down personnel expenditures.

The totals of the higher-level financial categories (investments, operating expenses, personnel, project support trip(s), evaluation/feasibility study) and the subtotal and total expenditure amounts are calculated automatically and displayed as an overview on a subsequent page.

Within the budget categories **for investments and operating expenses**, align yourself with the sub-objectives as far as possible. Each sub-objective corresponds to a budget line (= sub-item). This enables a streamlined financing plan with only a few budget lines, while considering the best possible flexibility in accordance with the funding guidelines. Do not forget to also specify the necessary operating expenses of the local project partner and yourself. Please note that the information in Part 1 (financing plan) must correspond to the information in Part 2 (description of measures with breakdown of expenses).

For projects implemented with several implementing partners or in different countries, it is possible that the budget lines in the financing plan are based on the implementing partner /countries. In the description of the measures in the application, Part 2, points 5.2 and 5.3, the corresponding expenses should be explained, and their composition should be comprehensible based on the types of expenditure.

1.12. Financing plan – expenditure: operating expenses

Operating expenses that continue after the project ends can be estimated to decline over the project period. This means that the project finances decrease steadily over time. To ensure sustainability beyond the project period, the costs are increasingly covered by other sources. This ensures that the structures and facilities created or strengthened by the project can continue to operate independently after the project ends, and that income from external and local sources is secured.

In Part 2 of the application, a convincing concept for ensuring sustainability must be presented under point 7.

1.13. Financing plan – expenditure: breakdown of personnel expenditure by project month and task description

If you do not wish to include personnel expenses in the financing plan, please activate "Personnel expenses are NOT requested". You will then be guided past the input screens.

Please provide a detailed list of the personnel involved in the project implementation who are to be co-financed.

Step 1: Creating functional groups

The functional groups are transferred to the financing plan as sub-items/budget lines. Individual personnel positions no longer appear in the financing plan, thus allowing for maximum flexibility within the framework of the funding guidelines.

Please group the staff positions into meaningful functional groups. For example, functional groups with the following names can be created: "Project administration", "Specialist/field staff" and "Other staff". The "Project administration" group could, for example, include the personnel positions of project management, project coordination and financial administration (definition in the following step, see below). When working with several local partners, it is possible to group them according to the local sponsors.

A maximum of 10 functional groups can be defined.

Step 2: Creating individual personnel positions/functions

For each individual position, please enter a description for the personnel position/function that corresponds as closely as possible to the task. Then, from the menu, select the functional group (see above) to which you wish to assign this personnel position.

The job description for this position is entered in the text field. Please describe the tasks and activities that the person will perform in the project. If any information is important for assigning and tracing positions / functions to project locations or project organisations, for example, please enter it in the job description input field.

In the text field "Task description and explanations", please also explain any special payments, for example for a statutory 13th month's salary or insurance that is not included in the monthly wage costs.

The planned expenditure for this personnel position/function must be broken down by month.

To minimise budget revisions when submitting your application, count the months from the start of the project. You can apply for personnel positions with monthly wage costs that change during the project term, for example due to a wage increase, as a single entry. To do this, please enter the average value for the entire employment period and explain this in the "Task description and explanations" text field. For example, if the employment period is three years and the requested monthly wage costs of £80 for the first year and £110 for the second and third years, this can be entered as a single figure with an average value of £100.

If the details of a staff position/function remain unchanged throughout the project, only one entry needs to be made. In this case, a breakdown into individual time phases is not necessary.

- **Number:** Please enter the number of staff positions here.
- **Monthly wage costs (gross):** Please enter the monthly wage (gross) for one person, which would correspond to full-time employment (100 per cent). Gross wage refers to the wage costs that are usually incurred by the implementing partner, including all statutory contributions (e.g. taxes and social security).
- **Percentage of employment in the project:** Please enter the percentage of staff positions time devoted to the project here.

  Please note that if employees will devote 30 per cent of their working time to the proposed project and 70 per cent to another project, only 30 per cent should be entered here.
- **Period (in months)**: The number of months applicable to this entry. See also the explanation regarding the breakdown by month above.
- **Total statutory special payments**: Enter all special payments (e.g. 13th month's salary/holiday pay required by law in the partner country or insurance not included in the monthly wage costs) for the entire period defined above. Please explain all special payments in the "Task description and explanations" field. If there are no such additional payments, please enter "0" (zero).
- **Personnel expenses**: This field is calculated automatically by the application portal based on the information you provide. The calculation is based on basic mathematical rules: "Number" multiplied by "Monthly wage costs (gross)" multiplied by "Percentage of employment in the project" multiplied by "Period (in months)" plus "Total statutory special payments" equals "Personnel expenses".
- **Taken over by the project**: This field should only be filled with an amount if a degressive approach is being used. Otherwise, the field can be left blank. The maximum possible amount is the same as that in the "Personnel expenses" field (see above).

Personnel expenses that continue beyond the end of the project can be estimated to decline over the project period. This means that the project finances steadily decreasing rates. These costs are increasingly covered by other sources to ensure sustainability beyond the project period. Ensuring sustainability means that the structures and facilities created or strengthened by the project can continue to operate independently after the project ends and that corresponding income from external and local sources is secured.

In Part 2 of the application, a convincing concept for ensuring sustainability must be presented under point 7.

- **Percentage share of the above-mentioned personnel expenses**: This shows the percentage of the actual costs incurred that are co-financed from project funds.

The sub-item of the functional group (financing plan) includes the amount from either the "Personnel expenses" field or, if applicable, the "Taken over by the project" field. The corresponding amount is displayed.

Finally, please confirm that these positions only include standard local expenses for local staff. Any exceptions must be justified in the job description on a case-by-case basis (e.g. coordination office for multi-stakeholder partnerships or global programmes for which the upper limit is determined by the public sector collective agreement (TVöD)).

Example of the percentage share of the above-mentioned personnel expenses

The staff position to be calculated is financed entirely from project funds at the start of the project. However, to ensure sustainability, another source of funding must be found during the course of the project. This funding source will cover an increasing proportion of the expenses during the project period. After the project ends, the external source of funding will cover the total expenses for the staff position.

Accordingly, several entries are created for this personnel position. In the first entry, a high percentage of the personnel expenditure is entered in the "covered by the project" field. Further entries then note steadily decreasing amounts/percentages. The degression is represented by the steadily decreasing amounts in the "covered by the project" fields: For example, the first entry would show 100 per cent, the second entry 75 per cent, the third 50 per cent and the fourth 25 per cent.

The degression of this personnel position can be seen in the "Percentage share of the above-mentioned personnel expenses" fields of the individual entries. These percentages should decrease over time.

1.14. Financing plan – expenditure: lump sums

Contingency:

In this field, you can enter a figure up to a maximum of 3.5 per cent of the total project-specific project expenditure displayed. The contingency is used primarily used to offset cost increases, for example in the event of exchange rate fluctuations over a prolonged period. No contingency can be granted for projects with a project duration of up to one year.

Please indicate the amount of the lumpsum administrative costs that you are applying for. These costs, which are capped at 12 per cent of the planned project expenditure, including the reserve fund, are intended to cover the expenses of the private German organisation's expenses within the framework of the project. The corresponding maximum amount is calculated automatically (and is not rounded off so as not to put you at a disadvantage in the event of rounding down). Of course, you can also enter a lower lumpsum administrative fee in the "reduced amount" field.

1.15. Financing plan – income (in euros)

Enter the monetary amounts that are to be contributed as own funds (German NGO, implementing partner, target group and/or other bodies in the project country, other services provided by third parties such as private foundations) as well as the grant share for the planned income.

In the text field, please also explain how the own contribution (own funds) is composed and describe the own contribution made by the implementing partner. If the implementing partner is making substantial additional contributions to the project (including in the form of labour or contributions in kind) in addition to the financial contributions mentioned, it is highly recommended that these contributions be described.

If you intend to contribute or if you still need to raise "other contributions from third parties" for the project, please specify these. Any other contributions from third parties not mentioned in the project application must be assessed as additional funding in the project statement of accounts (proof) and will reduce the grant proportionately. If other contributions from third parties are not forthcoming as expected, it must be ensured that this shortfall can be covered by the German NGO, the implementing partner, the target group and/or other bodies in the project country. Please address this in the text field on the composition of own funds.

Own funds or third-party funds may not come from other German public funds (e.g. from a federal state or local authority, see the new funding guidelines from 2025 / Chapter 5.3). Under the new guidelines, the EU to contribute to your own contribution (classified under the above categories) or for the EU to support your project as a third-party funder. In the latter case, however, the BMZ grant would be reduced accordingly.

Please confirm that you are aware of this and that you will act accordingly (e.g. do not apply for other funding and comply with notification requirements).

Please note that you must secure financing for the entire own contribution before applying for project funding from Engagement Global.

1.16. Financing plan – income: proportional financing

The application portal automatically calculates the grant share based on your entries. Please check the grant share against the maximum grant shares mentioned in the previous paragraph.

As a rule, shared financing of up to 75 per cent is granted. Higher shared financing of up to a maximum of 90 per cent can only be approved in exceptional cases requiring special justification.

In project countries that are classified as "repressed" or "closed" in the "Atlas of Civil Society" at the time of application, shared financing of up to 90 per cent is granted. In addition, the application should describe a) the extent to which the project is specifically affected by this restriction, and b) how it contributes to strengthening civil society.

1.17. Exchange rate

The exchange rate used for planning purposes together with the date, must be stated under the expenditure and income table. If the plan is based on several currencies, all relevant exchange rates must be stated.

1.18. Additional information for construction projects

If the project includes construction work, further details must be provided. First, please select the field that applies to the project:

- No construction work or construction work up to a total of £15,000
- Construction work totalling between €15,000 and €125,000
- Construction work totalling between £125,000 and £1 million
- Construction work totalling over £1 million

If a field with construction work exceeding £15,000 is selected, further important information will be requested. It must be confirmed that

- land acquired for construction projects is owned by a non-profit local institution (e.g. project promoter, target group, local authority)
- the right of ownership and possession is confirmed by appropriate evidence,
- the building permit or equivalent proof must be available by the planned start of construction and submitted to Engagement Global.

Furthermore, the following requirements must be met and confirmed:

- The construction work is supervised by construction experts (e.g. an architect or civil engineer).
- The plot of land must be suitable for the planned construction project in terms of subsoil, slope, neighbouring buildings, and supply and disposal connections.
- An assessment of these aspects must be included in the description of the construction work under point 5.2 of the application form.
- The expenses for the purchase of the plot of land, the construction work and the type of construction comply with local/national standards.
- All building permits must be enclosed with the application or will be submitted to the EC before construction begins.

For planned construction measures exceeding €125,000, the costs must be broken down (in euros) according to the following construction phases "Development and construction preparation", "Shell construction" and "Interior construction". The cubic metre costs (m^3) of the converted space must also be specified.

For planned construction projects exceeding €1 million, a technical review will be carried out by the Federal Office for Building and Regional Planning (BBR). Please contact Engagement Global/bengo for more information.

1.19. Accounting with a recognised independent auditing body (chartered accountant)

Indicate here whether you would like the project to be audited by an independent auditor. The auditor should be selected jointly by the local project organiser and yourself. For projects in countries from which original receipts cannot be exported, an independent auditor must be appointed and their costs included in the budget.

Please note that the audit certificate must meet the minimum requirements of the BMZ. See 6.2.3 in the specific regulations (BNBest-P/Private Organisations/German NGOs) and Annex IV 'Settlement via auditor' to the funding guidelines for the guidelines for selecting a suitable auditor and the minimum requirements for the audit certificate.

Please ensure that the assignment to the auditing body clearly describes the expected result of their work. In countries where original documents cannot be exported, the audit certificate serves as a kind of substitute document. If the audit certificate does not meet the minimum requirements and/or or is missing the necessary information, it will be necessary to carry out time-consuming rework. At the end of the project, a final report must be submitted alongside with the digital audit report and proof of the auditor's qualifications.

1.20. Justified request for early commencement of measures

In exceptional cases that can be justified, you may apply to start a project before the project agreement has been concluded, but this will be at your own risk and using your own funds. The necessity must be evident from the project concept and, if applicable, the specific conditions on site.

A project may not have started or begin before the application has been approved and the private-law project agreement with Engagement Global has been finalised.

Please specify the date on which you wish to start the project early. Please use the text field to provide an explanation.

You may only begin implementing the project once you have received written approval to commence measures ahead of schedule.

When doing so, please also consider the consequences for your organisation, the implementing partner and the target groups if the project is ultimately not funded, if the BMZ's share of the funding is withdrawn or if you have to continue the project entirely with your own funds or discontinue it due to a lack of own funds.
Early commencement of measures is generally not permitted for projects with a duration of up to one year.

1.21. Eligibility to preferential taxation

You can usually ask your organisation's management or board of directors whether it is entitled to an input tax deduction.

1.22. Independence of studies and evaluations

Please confirm that the studies and evaluations carried out as part of the project have been conducted by external and independent institutions which have been commissioned by the German NGO and project implementers.
These are not internal evaluations that are necessary for project monitoring. The studies and evaluations are intended to provide you, and where applicable Engagement Global and the BMZ, with an independent view of the project's framework conditions, for example. You can therefore formulate the terms of reference for the study and/or evaluation yourself, in cooperation with the project management agency if necessary. However, the implementing body must not be part of your organisation or the project management agency.

1.23. Declaration on the request for information from the Budget Committee

Please confirm this statement by selecting on the confirmation box.

1.24. Declaration on United Nations (UN)/European Union (EU) sanctions regulations

Please confirm this declaration by selecting on the confirmation box.

1.25. Declaration on the publication of data on funding for German NGOs

Please confirm this declaration by selecting on the confirmation box.

1.26. Confirmation that the project has not yet started

The project cannot commence until a project agreement has been concluded between Engagement Global and the German NGO and followed by the necessary project agreement between the German NGO and the implementing partner. Please confirm this. Approval for an early start to the project constitutes an exception to this rule.

1.27. Attachments for uploading

Please upload Part 2 of the project application, providing a description of the project's content and financing. Only then will the project application be complete.

Any additional attachments necessary for the project application (e.g. feasibility study reports for projects requesting 500,000 euros or more in funding is being requested, construction plans for building projects, etc.) can also be attached here. Please use common file formats (Office formats, image files and PDF). Using Office formats will simplify further processing at Engagement Global and coordination between you and Engagement Global.

You can use the following text field to provide explanations for the attachments, if necessary.

1.28. Confirmation that the funding requirements have not changed and that the current supporting documents have been submitted

Before confirming, please ensure that all relevant supporting documents for the funding title have been submitted to Engagement Global. These documents include the association statutes dated and signed, a complete extract from the register of associations, a currently valid non-profit status certificate and annual and business reports for the last three years.

1.29. Signatures

Please indicate who will be signing the application. Please enter the first name and surname of each signatory. All signatories must be authorised to sign.

1.30. Electronic submission

Finally, a window will open in which you can download the application and print the application in the form of a PDF document that has been generated automatically for review. Open the form and check your details. This printout is a draft version and should not be sent to Engagement Global. If you need to make any corrections, please click on "Back" in the menu bar at the bottom.

Once you have checked that all the information is correct, you can submit the form with all attachments electronically to Engagement Global by clicking on "Send" at the bottom.

You will receive a confirmation of receipt from bengo within approximately three days. The responsible technical advisor will contact you later and, if necessary, provide you with instructions for revision.

1.31. Place and date as well as legally binding signature(s)

Once the consultation process and all corrections have been finalised, a printout of the latest version of the application submitted via the application portal must be signed by at least one authorised signatory of the German NGO on Part 1, including the place and date.

Send the printed and signed application by post to:

ENGAGEMENT GLOBAL gGmbH
Central Programme Service Friedrich-Ebert-Allee 40
53113 Bonn

Any handwritten changes to the printout are invalid and cannot be accepted.

2. Part 2 – Project details (text document)

Each project application submitted via the Engagement Global application portal is assigned a unique four-digit project number. This number serves as an identifier for the project throughout the entire application and processing procedure. It is generated and displayed in the application portal after your application has been submitted to Engagement Global via the portal. bengo will insert the project number into the Word document when feedback on your appli-cation is provided.

First, please re-enter the project country in which the project is to be implemented, the pro-ject title, your organisation name ("German NGO") and the project duration in the provided field in this document.

2.1. Information on the implementing partner

2.1.1 Legal form, institutional objectives, main areas of work

Key questions:

- Is the implementing partner a non-profit organisation that is registered as a local non-governmental organisation in the country in which the project is located? If so, please provide the registration number. How many members does the organisation have?
- What are the fundamental objectives of the implementing partner as an organisation? Please list up to three overarching objectives that the organisation pursues in the long term. What policies/standards does the implementing partner have in place (e.g. child protection, compliance and inclusion)?
- In which specialist areas/sectors does the organisation focus its work and experience? Where are its regional/geographical priorities? In which national networks is the implementing partner involved?

2.1.2 Personnel, technical and financial capacities

Provide a brief description of the personnel structure as well as the technical and administrative knowledge and experience of the implementing partner. Please describe the need for capacity building under 2.1.3 "**Initial situation and problem description".**

Key questions:

- What technical and professional skills and experience do the employees have that are relevant to the project?
- What project management experience and capacities does the implementing partner have in terms of administration, coordination and monitoring?

2.1.3 Experience in implementing similar projects

Include in the table similar development projects that the local project promoter has already carried out independently and for which it was responsible for fund management.

Key questions:

- What projects has the local project promoter already implemented in the intended region or in other regions with similar characteristics?
- What projects in similar areas/sectors has the local project promoter already carried out?
- In which projects have the local project promoter already worked with similar target groups?
- Which projects has the local project promoter already implemented with German public funds?

2.1.4 Relationship between the German NGO and the implementing partner

Key questions:

- To what extent has your organisation (German NGO) already worked with the implementing partner and in what projects?
- Why were the implementing partner chosen for the collaboration and how has this partnership proven so far?

2.2. Initial situation/problem analysis (relevance)

2.2.1 Initial situation and problem description

Please provide relevant project information about the region in which the project is planned (village, target communities, province). You are welcome to attach a map. Describe the socio-economic structure of the project region, the existing infrastructure (e.g. education, health services), the provision of public services (e.g. water, energy) and transport links and so on.

When analysing problems and needs, it is essential to highlight aspects that are particularly significant/relevant to the planned project. This means describing the initial situation in terms of the approach and the intended effects of the planned project. If the project is, for example, a health project, the health situation and the existing infrastructure in this area should be described in detail.

If the intended effects are to be realised at several levels, the existing structures and framework conditions should be presented. These analyses will then form the basis from which the objectives, approach and concrete measures of the project are derived. National strategies and programmes relevant to the project area should be considered, if available.

Please also address current and potential conflict dynamics.

Key questions:

- Presentation of problems and potential:
  - What local problems and potential led to the planning of the project and at what level do these manifest themselves?

What are the causes and what impact do they have on the living conditions of the target groups?

- What needs have the target groups expressed to remedy these problems?
- What knowledge and skills do the target groups have, and what skills are they lacking?
- What capacity development needs does the local project implementing organisation have (e.g. organisational development, networking, fundraising, project management, etc.)?
- To which overarching national or global policy development goals (e.g. food security, human rights) does the project contribute, and which national policies hinder the project?

- Actors
  - Are there organisational structures within the target groups that the proposed project can build on?
  - Which other individuals, organisations and structures are relevant to the project, besides the target groups? What interests and influence do they have? What role do state actors play?
  - Which actors suffer from the problem and which benefit from it?
  - Are there any actors whose interest's conflict with the project's objectives? What potential for conflict exists between the actors?
  - Which groups may lose influence because of the project?
- Human rights and marginalised groups
  - Are human rights standards and principles at risk in the project area? Are state actors fulfilling their obligations?
  - Can the target groups assert their rights, and what might prevent them from doing so?
  - Which groups are marginalised or discriminated against, and what are the reasons for this?
  - What gender-specific characteristics exist? How are tasks and duties as well as power relations and opportunities for influence distributed between the sexes?

2.2.2 Preparation of the project and cooperation with other actors

Key questions:

- On whose initiative was the project planned? How were the target groups and the implementing partner involved in the planning and preparation?
  What contribution does the implementing partner make?
- Were there any agreements regarding the project with relevant state actors (such as the local government or the Ministry of Education in the context of a planned school construction) or with other NGOs? If so, with whom?

- Are there any potential synergies with projects or initiatives from other donors or from the government at the local level?
- How does the project ensure that no parallel structures/duplications of government structures or non-governmental initiatives/projects – including previous projects – are created?
- Are there any previous projects, preparatory data collections, evaluations of preliminary projects or a feasibility studies? How have the conclusions and recommendations been incorporated into the project design?
- In the case of planned construction or procurement measures, have comparative offers already been obtained for cost planning? Are official requirements being met and have the relevant permits been obtained (e.g. building and operating permits)?

2.3. Target groups

In the partner countries, a distinction is made between direct and indirect target groups in the partner countries, which can be of different natures:

Direct target groups are the people and population groups on whom the planned measures will have a direct and concrete impact in terms of improving their living conditions. They should be involved in the planning and implementation of the project activities.

Intermediaries/multipliers are those individuals, groups and organisations that generate a multiplier effect within the framework of the project and contribute to its broad impact or to increasing the effectiveness of measures (e.g. teaching or health personnel, cooperatives, local authorities, human rights organisations, etc.). They are often essential for the project's success and sustainability.
When capacity-building measures are implemented for intermediaries/multipliers, they become direct target groups within the specific project context (e.g. further training measures for midwives, teachers and cooperative members, etc.).

Institutional target groups are organisations such as grassroots or self-help organisations, NGOs, associations and cooperatives, whose capacity building is an integral part of the project in order to achieve its objective. In this respect, they are usually direct target groups.

Indirect target groups are not directly involved in the measures, but benefit from the project's outcomes and/or may also contribute to its success.
Key questions:

- Who specifically should benefit from the project and how (e.g. through capacity building, income generation or empowerment, etc.)?
- How can the target groups be characterised?
  Differentiate according to key social criteria such as size of the target groups, social affiliation and other characteristics relevant to the specific project (e.g. men/women/diverse, members of disadvantaged ethnic, religious or other minorities, young people, people with disabilities and others).
- Who selects the beneficiaries and according to which criteria? Are the selection criteria made transparent? What happens to interested parties who are not selected as beneficiaries?

- What contribution will the target groups make to the implementation of the project?
- Which individuals, groups and organisations are intended to act as intermediaries/multipliers in the project? What access do they have to social spheres and what opportunities do they have to increase the project's significance and sustainability?

2.4. Impact matrix (significance and effectiveness)

The impact matrix shows the project's objectives and the positive changes to be achieved during the planned project duration (= impacts). The matrix reflects the project as a whole and must be logically comprehensible.

The matrix is developed based on the initial situation and problem analysis specific to the project location. As it is an important joint management tool for the private and the implementing partner(s), its development and monitoring during implementation should be as participatory as possible.

In general, care must be taken to ensure that complex projects such as multi-country projects or projects with several implementing partners and/or content components, etc., ensure that these are appropriately differentiated and comprehensibly reflected in the objective formulations and indicators, also to facilitate monitoring.

2.4.1 Objectives

Objectives are the improvements sought for the target groups in terms of development policy. They must be formulated in a concrete and target group-oriented manner, be verifiable and realistically achievable within the planned time frame. There are different levels that build on each other: overall objective, project objective and sub-objectives. While only one overall and project objective is formulated, depending on the complexity of the project, there may be several sub-objectives which, should focus on the essential components.

Overall objective

The overall objective defines the specific benefits the project is expected to deliver to the direct and indirect target groups.[1]

As it is usually more difficult to demonstrate the benefits of shorter-term projects, the definition of the overall objective is omitted from applications for projects of up to €100,000.

Key questions for primary objectives:

- What specific benefits does the project have for the target groups?
- What specific changes is the project intended to achieve for these target groups?

[1] This distinguishes the definition of the overall objective from other international matrix models, in which effects that are no longer exclusively attributable to the successful implementation of the project are presented at the so-called impact level. In the funding title Private Institutions, only effects that can be directly linked to the project are recorded.

Project objective

The project objective should primarily describe how the target groups have successfully **used** the capacities and resources gained through the project or reflect the project's immediate results.

Key questions Project objectives:

- How are the capacities created by the project (structures, products, goods, services or skills) used by the target groups?
- What changes are visible in people's behaviour or actions?
- What immediate results are achieved through this use?

Sub-objectives

The sub-objectives should, taken together, contribute realistically to the achievement of the project objective. They typically relate to the various direct target groups and/or individual project components. At this level, it should be clear what the target groups can achieve with their enhanced capacities (e.g. additional skills, provision of new resources such as infrastructure, materials, etc).

Key questions for sub-objectives:

- What capacities (structures, products, goods, services or skills) have been developed/strengthened among the target groups because of the project?
- What applicable knowledge and skills will the target groups have acquired by the end of the project?

2.4.2 Indicators

Indicators are measurable and observable characteristics that can be used to monitor changes during the project and to assess whether the objectives and desired outcomes have been achieved by its end: How can we tell when an objective or the desired change has been achieved? In line with the objective levels, the indicators are divided into overall objective, project objective and sub-objective indicators, which demonstrate the benefits, utilisation and strengthened capacities.

It is optional to specify indicators at the overall objective level, as they are sometimes difficult to measure them in the immediate context of the project. However, if the German NGO and the implementing partner can collect such data, or if it is collected anyway, these indicators are welcome and can be inserted into the relevant place in the matrix.

For each indicator, the initial situation (= quantitatively or qualitatively **measurable** baseline value) and the situation at the end of the project period (= correspondingly **measurable** target value) must be shown.

In addition, so-called milestone indicators, representing important stages on the way to achieving the objectives fully and facilitating monitoring during the project period, are often useful.

Like an objective, the indicator should be formulated as SMART as possible:

Specific: It describes a particular situation that is clearly related to the objective.

Possible question: Can the objective be formulated clearly and comprehensibly?

Is there no room for interpretation? Is the target clearly related to the project?

Measurable: It captures quantitative or qualitative changes in relation to the objective.

Possible question: Which method of measurement is applicable? (This measurement method does not necessarily have to be named.)

Accepted: The achievement of the target should be considered desirable by the private organisation and project organisation, as well as desired by the target group and other relevant stakeholders.

Possible question: Is the target accepted by all of the above, and do they all want to work towards or commit to this target? Is there a common understanding of the target? Why is the target accepted and what added value does it offer?

Realistic: The target set to solve the identified problems should be achievable in terms of time and content within the scope of the project.

Possible question: Are all planned measures (packages) and objectives achievable (based on the available resources) within the defined time frame really realistic?

Time-bound: This measures the achievement of the target at a specific point in time within the project period or by the end of the project period at the latest.

Possible question: Is the target formulated in such a way that its achievement can be measured at a clearly defined point in time? Is the formulated target/capacity achievable within the planned time frame? Is monitoring planned such that a statement on target achievement will be possible by the verification deadlines at least?

In addition,

- the initial and target values should be precisely aligned, i.e. they should have the same measurable and observable characteristics.
- the initial value of an indicator should not be a "zero value" if possible and should not form a pure contrast pair with the target value.

Negative example:

Baseline value → "The farmers **do not have any** compost."

Target value→ "Farmers **have** compost."

Positive example:

Baseline → "Farmers burn their crop residues and use 75 per cent of their crop income to purchase fertilisers."

Target value→ "Farmers use their own compost produced from crop residues, to fertilise their land and spend no more than 15 per cent of their crop income to purchase fertilisers."

- Only a limited number of meaningful indicators can be selected for each objective
- (for example, one to two indicators per sub-objective should be selected; at the project objective level, one indicator per sub-objective should be selected to reflect the interaction of the sub-objectives in achieving the project objective).

- The indicators for the baseline and target values should be numbered consecutively to ensure correct allocation.
- So-called proxy indicators (i.e. indicators that are not directly related to the project measures) should only be used in exceptional cases where there is a clear justification.

Of particular importance is the fact that the target value should not be the implementation of planned measures, but rather their effect (not: "Five training courses were held," but rather: "After the training, the target group is able to name and apply three agroecological methods"). Measures for each sub-objective should be described exclusively in Chapter 5 of Part 2 of the application.

Both absolute figures and percentages are permissible for the exact valuation of the indicators – provided that the development curve is clearly comprehensible in terms of both content and calculation.

Percentages are often preferable as they allow the indicator to be applied more flexibly to changes in the size of the target group (e.g. growth). In exceptional cases where it is not possible to assign values to individual indicators at the outset because this relevant data will only be collected at the start of the project as part of a baseline study, approximate values or well-founded estimates should nevertheless be included. For greater clarity, two examples of how to formulate targets and indicators at the overall target, project target and sub-target levels are provided below. These are not complete impact matrices for the respective project but rather excerpts intended to illustrate the basic impact logic and possible formulations.

Example A

Overall objective	**Indicators OPTIONAL**	
	Baseline (quantitative and qualitative)	Target value (target) (quantitative and qualitative)
The nutritional situation of smallholder households in the provinces of xx in country z has improved.	According to the World Food Programme's definition, 20 per cent of children in the project target group aged between two and five suffer from malnutrition.	By the end of the project, the percentage of malnourished children between two and five years of age will have fallen to 10 per cent by the end of the project.

Project objective	Indicators	
	Baseline (quantitative and qualitative)	Target value (target) (quantitative and qualitative)
300 smallholder households **from the provinces of xx use sustainable methods for organic farming and vegetable preservation and eat a more balanced diet from their own produce.**	1. Currently, households grow an average two types of vegetables (a, b) per year using conventional agricultural methods.	1. From the third project year onwards, at least 80 per cent of households will grow five types of vegetables (a, b, c, d, e) using agroecological methods.
	2. Currently, households preserve vegetables exclusively on a limited private basis. Each farming family preserves around 15 per cent of their harvest for later personal use.	2. By the end of the project, at least 80 per cent of households will store and process their products in a professionally equipped preservation centre. Approximately 30 per cent of each family's harvest is preserved for their own consumption.
	3. Currently, vegetables are only consumed once a week in households.	3. By the end of the project, 80 per cent of households will include vegetables in at least five main meals per week.

Sub-objectives	Indicators	
	Baseline (quantitative and qualitative)	Target value (target) (quantitative and qualitative)
Sub-objective 1: 300 smallholder households are strengthened in methods and systematic planning of agroecological vegetable cultivation.	1.1 According to baseline data, approximately 85 per cent of households are familiar only with conventional agricultural methods (monocultures, chemical fertilisers, pesticide use, etc.).	1.1 By the end of the second project year, at least 90 per cent of the households trained will have acquired three methods for sustainable vegetable cultivation in theory and practice (product diversification, crop rotation, organic fertilisation).
	1.2 Approximately 80 per cent of households plan their agricultural activities on an ad hoc basis and with a short-term time horizon.	1.2 75 per cent of the households trained have developed a medium-term plan to apply at least two sustainable cultivation methods from the following season onwards.
	1.3 In 70 per cent of households, the selection of vegetable varieties for cultivation is carried out exclusively by men. In contrast, the practical work and experience in the field is predominantly carried out by women.	1.3 By the end of the project, at least 60% of women from households that had received training stated that their practical knowledge of the current soil conditions and available water resources had been decisive in selecting vegetable varieties for at least two new harvest cycles.

Sub-objective 2: 300 smallholder households have the knowledge and adequate equipment necessary for vegetable preservation. The necessary infrastructure will be managed equally.	2.1 95 per cent of households are aware that drying, which is only suitable for a few types of vegetables, is the only form of vegetable preservation.	2.1 By the beginning of the third project year, 90 per cent of the trained households are familiar with at least one suitable preservation method for each type of vegetable grown in the project region.
	2.2 The cramped living conditions of smallholder households mean that there is little protected space for storing and preserving the harvest and for storing processed products. A lack of funds often means that special processing equipment is unaffordable.	2.2 By the third year of the project, a professionally equipped preservation centre for shared use by smallholder households in the project region is established and operational in the village of xy. There is sufficient space to store the harvest and processed products of at least 300 households.
	2.3 Women account for only 3 per cent of the average representation in smallholder decision-making bodies in the project region.	2.3 In accordance with the statutes, at least 50 per cent of the board of directors and the management team must be women from the start of operations at the preservation centre.
Sub-objective 3: 300 smallholder households are familiar with the basic principles of a balanced diet.	3.1 Households are accustomed to a diet that is heavily weighted towards carbohydrates.	3.1 Mid project, 90 per cent of the households trained have learned at least three methods for making their families everyday meals more vitamin-rich by incorporating vegetables (a, b, c)
	3.2 Due to traditional gender roles, approximately 85 per cent of male heads of household's state that vegetables are only suitable for consumption by women and children.	3.2 At the end of the third project year, 50 per cent of male heads of household's state that they intend to eat vegetables at least twice a week in future.

Example B

Overall objective	Indicators OPTIONAL	
	Baseline (quantitative and qualitative)	Target value (target) (quantitative and qualitative)
In the Mapai district of Mozambique, women and girls can lead self-determined and safe lives.	Only one per cent of reported cases of gender-based violence are prosecuted by the criminal justice authorities (police statistics).	By the end of the project, 20 per cent of reported cases are prosecuted and five per cent are closed.

Project objective	Indicators	
	Baseline (quantitative & qualitative)	Target value (target) (quantitative & qualitative)
1,200 women and girls in seven communities in the Mapai district have now greater protection against gender-based violence, can assert their rights and access competent support services in the shelters.	1. At district level, women's rights have so far only been sporadically and uncoordinatedly addressed by civil society, which is why the messages have had little reach.	1. From the third project year onwards, a newly established civil society network will use its developed capacities to carry out at least one targeted lobbying campaign per year on topics such as the enforcement of women's rights and the ending of gender-based violence at District level.

	2. According to information from the district's protection agencies (regional health and education authorities, school board, women's centre, city administration, police, judiciary), approximately ten women report cases of violence every year. The number of unreported cases is significantly higher.	2. By the end of the third year of the project, a total of 100 women have reported incidents of gender-based violence to the district's protection agencies.
	3. Of the seven public protection agencies in the Mapai district, only two offer counselling in the communities.	3. From the second year of the project onwards, at least five of the seven protection facilities offer counselling to each of the seven communities at least once a quarter with the necessary staff in place.

Sub-objective	**Indicators**	
	Baseline (quantitative & qualitative)	Target value (target) (quantitative & qualitative)
Sub-objective 1: A network of women's and girls' groups is established and empowered to successfully engage in lobbying activities.	1.1 In the seven communities, there are five mothers' groups, four women's cooperatives and seven women's savings associations (approximately 450 members), which have loose contacts and group-specific goals. They have expressed a need to advocate for their rights more effectively.	1.1 After the first year of the project, representatives of the women's and girls' groups defined the roles, goals, structures and activities and established a network. From the second year of the project onwards, the network holds monthly meetings independently.
	1.2 As part of the feasibility study, the women's groups expressed initial ideas for lobbying and have offered to contribute resources for this purpose.	1.2 By the end of the second year, the network has developed an initial plan for a lobbying campaign at district level.

Sub-objective 2: 1,200 women and girls are empowered to take action.	2.1 Women and girls in the target communities are frequently subjected to various forms of gender-based violence and discrimination. More than three quarters of those surveyed would like information on how to assert women's rights.	2.1 By the end of the second project year, at least 83 per cent of those women and girls who have received training, are able to name their rights and know who to contact locally for protection.
	2.2 Approximately 65 per cent of women and girls from the target communities say they have a high inhibition threshold when it comes to contacting the authorities.	2.2 After the second year of the project, at least 75 per cent of the women and girls who have received training said that sharing experiences and the mentoring system have given them confidence to contact the protection authorities in cases of gender-based violence.
Sub-objective 3: Protection facilities are able to perform their role fully in preventing gender-based violence and caring for victims in the district.	3.1 The feasibility study found that 10 per cent of protection facility employees are fully aware of their duties and how to implement them in their work environment.	3.1 By the beginning of the second project year, 70 per cent of employees at protection facilities are aware of their duties and of at least four work processes for implementing them in their working environment.
	3.2 The relevant protection authorities at district level only sporadically exchange information about their own work.	3.2 At monthly joint meetings of the protection authorities, examples of best practice regarding presence and counselling in the communities are shared and distributed.
	3.3 Two of the seven protection authorities have an action plan to provide regular counselling services in the communities, aimed exclusively at women.	3.3 By the third year of the project, all seven protection authorities have drawn up a medium-term action plan that includes services for men as well as women.

2.5. Measures to achieve objectives (effectiveness and efficiency)

2.5.1 Schedule for measures

Please enter the planned measures into the table and indicate their planned duration on the timeline. Each field represents one quarter. This overview illustrates both the chronological sequence of the individual measures, as well as the temporal relationship between the measures and sub-objectives. (In other words which measures are carried out in which phase to achieve which objectives?

The timetable is an important project planning tool.

2.5.2 Description of measures, methods and instruments

In this section, please provide a structured presentation of the planned measures and instruments planned to achieve the objectives.

When describing the measures, briefly explain how they relate to the sub-objectives and describe the causal relationships. Provide relevant information about the measures, such as the topics and learning objectives of training courses, organisational structures or networks to be established, and so on. If there are several implementing partners, the distribution of tasks and thematic responsibilities must be clear from the description of the measures.

If specialised personnel are required for knowledge transfer or capacity building to achieve the objectives, their qualifications must be proven in advance. Local or, if applicable, regional personnel are generally given priority. Please describe this in the "Description of measures" field. Please also note that the planned expenditure for this staff position/function must be proportionate to the total project expenditure. If staff from Germany or international staff are required for capacity building, in exceptional cases please justify this. In this case, travel expenses and, if applicable, fees are eligible as operating costs. In the case of complex projects, the measures may be combined into packages of measures that contribute to the achievement of a sub-objective.

For clarification on construction measures, please refer to the relevant section in Part 1 of the application. Please provide information on the construction method, available construction documents and calculations, and the ownership structure of the property on which the construction is to take place. You should also explain future ownership and planned operations, as well as the electricity and water supply and accessibility.

The description of the measures/packages of measures is followed by an overview of the financial planning for each measure or packages of measures. Each measure or package of measures must be described briefly according to the basis for calculation and types of expenditure (minimum information required for funding purposes): The minimum number of workshops, participants as well as other calculation factors and the approximate time frame (one day/several days), must be specified.

Moreover, the expenditure specified in the financing plan must be categorised by type of expenditure (e.g. for training courses: catering, transport, materials, room hire) and total amount per measure. Fees must be stated separately as a total or fee range.

Providing the minimum information, time frames and expenditure ranges allow for greater flexibility in implementation, while ensuring t **cost-effectiveness** and **local customs in a place.**

Note: If the budget lines (= sub-items) within the individual **investment** and **operating expenditure** items are based on the sub-objectives or are named after the sub-objectives, it is advisable to supplement the respective description of the measures per sub-objective with **a tabular list/overview** of the associated planned expenditure, as presented below. This allows investments and operating expenses to be listed together, with the corresponding budget line specified for a measure/package of measures. In the following example, similar measures relating to a sub-objective are grouped together in packages of measures.

First, the content of the packages of measures is explained, followed by a tabular list providing an overview of the basis for calculation (minimum information, types of expenditure, total amount per package of measures). This procedure is also suitable for presenting individual measures that contribute to a sub-target (see example for presentation by individual measures):

Example of the presentation of packages of measures:

Sub-objectve 1: Smallholder families transition from traditional agricultural to drought-resilient production systems.

A possible summary of the content of the packages of measures is as follows: Agroecological training courses enable participating women to consider climate-friendly techniques into account when sowing, irrigating and harvesting on the provided plots. The learning objectives include in particular [...] and so on. Through entrepreneurial support [...].

Package of measures for sub-objective (UZ) 1				
	Investments		**Operating expenditures**	
	Types of expenditures	Total	Types of expenditures	**Total**
Package of measures "Training and equipment for smallholder families" (title of the package of measures and associated measures)				
Several days training for at least 200 beneficiaries on agro-ecological production, as well as equipment and facilities for plots and gardens at household and school level for at least 520 beneficiaries.	Seeds, gardening tools, irrigation materials	126,500	Meals, transport, training materials, **fees for local experts (approx. 6 days at 100–120 euro each)**	**12,000**
Several days training courses and technical support for at least 180 agricultural producers on participatory research methods for improving indigenous local seeds and setting up at least 20 seed banks.	Seeds, building materials, transport	30,000	Catering, training materials, transport	**10,800**

"Entrepreneurial support package" (title of the package of measures and associated measures)				
One-day workshops to identify around 25 inclusive entrepreneurial initiatives for at least 220 individuals			Catering, transport, training materials	**10,000**
Study on possible value chains			Fees for international experts 20 days at 300 euros each, 24 days at 200 euros each	**10,800**
Total UZ 1	**Budget line 1.1.1**	**156,500**	**BL 1.2.1**	**43,600**
[Total amount as in the financing plan under investment and operating expenses]				

Example to illustrate an individual measure:

Sub-objective 1

[Description of content]

Measures for SU 1				
	Investments		**Operating expenditures**	
	Types of expenditures	Total	Types of expenditures	**Total**
Example: Several days training courses on topic xy for at least xx beneficiaries			Example: Catering, transport, accommodation, materials, rent, fees (30 days at 100 each = 3,000 euros)	**5,000**
Equipment for yz	Example: Gardening tools, seeds	20,000		
Total UZ 1	**Budget line (BL)**	**20,000**	**BL**	**5,000**
[Total amount as in the financing plan under investment and operating expenses]				

[…] followed by the description of measures for sub-target 2, and so on.

Below is another example illustrating measures and types of expenditures:

Sub-objective 1

[Description of content]

Budget line (BL)	Measure	Types of expenditure	Total
Example: BL 2.1	Several days training courses on topic xy for at least xx beneficiaries	Example: Catering, transport, accommodation, materials, rent, fees (30 days at 100 each = 3,000 euros)	**5,000**

Specifying minimum numbers, time periods and clusters streamlines the description of the measure.

If you opt for a different presentation, you must ensure that the measures can be clearly assigned to the sub-objectives.

The totals in this expenditure breakdown must correspond exactly to the expenditure item in the financing plan and must be clearly assignable to it.

If you have any questions regarding funding regulations or the assessment of local customs, you can submit a detailed budget as an attachment **for consultation purposes However,** this is not part of the project application that needs to be approved.

If the project is being implemented with several implementing partners, a financing plan broken down by each implementing partner must be submitted as an attachment, unless this is already evident from the application.

Key questions for the development and planning of measures:

- How do the individual measures contribute to achieving sub-objectives, which in turn contribute to the achievement of the project objective?
- To what extent are the measures adapted and tailored to the needs of the target group? Have alternatives been considered? Are the measures and chosen methodology suitable for achieving the sub-objectives or the project objective?
- What training courses are planned for the staff of the implementing partner or the representatives of the target groups. These should either strengthen the implementing partner (e.g. training in financial management) or be necessary for achieving the objectives (e.g. teaching staff training to improve their skills)?
- To what extent are civil society organisations and networks being strengthened (organisational development)? What measures are planned at other levels, such as village, district, region, county and within ministries? For example, what capacity development, lobbying and participation measures are planned in relation to national development programmes and strategies? What scope do these measures have within the overall project?
- How do the measures/packages of measures relating to the sub-objectives taken together bring about the planned changes?
- In the case of procurement measures: Where will the material resources be procured from and who will take possession of them? Who will organise the purchase and how? If procurement is taken place outside the partner country: Are transport costs included? Has an application for customs exemption been submitted? The reasons why the devices, equipment and materials to be procured cannot be obtained in the project country, must be explained. If available, procurement in the partner countries or neighbouring countries generally takes precedence over procurement in the Global North.

2.5.3 Project support measures, coordination and monitoring

Project management, coordination and support typically require resources, both in terms of personnel as well as in the form of ongoing, project-related expenses such as office rent, communication, necessary equipment, transport, monitoring (e.g. for regular field visits by project staff, expenses for half-yearly planning or review meetings with the various stakeholders, etc.).

Please note that expenses for office rent, transport and ancillary costs, among others, may have to be allocated on a pro rata basis if the office infrastructure is also used for other projects by the implementing partner, for example.

The description of resources that are not co-financed by the project illustrates the local project organisation's own interest and commitment to its successful implementation of the project.

First, describe the planned project support measures, such as monitoring or planned office infrastructure for project implementation. This should be followed by a breakdown of the project-related operating expenses (see the editable table in Part 2 of the application form).

The local project organisation's project-related operating expenses are broken down in an editable table, which contains standardised project support measures and types of expenditures. However, the table can also be edited and filled in with your own relevant project support measures or according to local project organisations.

Note on bank charges: Please note that account maintenance fees in Germany are already included in the lumpsum administrative costs. However, account maintenance fees for an account used exclusively for the project in the project country as well as transfer fees for transferring project funds to the project country, can be accounted for in a separate budget line in the financing plan.

Information on personnel expenses, planned project supervision trips or external evaluations (interim and final evaluations) is provided in Part 1 of the application in the financing plan and does not need to be listed and justified further in Part 2.

2.6. Risks and risk mitigation measures

Please explain the socio-cultural, political and environmental risks associated with the project and the measures that have been taken to prevent them or limit the damage if they do occur.

For projects in fragile states and conflict contexts, particular attention must be paid to the security situation and conflict dynamics.

Key questions:

- What framework conditions/context-specific risks could potentially hinder the project's progress and the achievement of its objectives (e.g. violent conflicts, political upheavals, elections, changes in the legal framework, inflation, religious reservations, ethnic rivalries, climatic conditions and others)?
- Could a party to the conflict exploit the project for its own purposes?
- What risks/negative effects could the project cause or exacerbate? Are there risks of negative effects on men/women/diverse groups/young people/children, existing gender roles, marginalised groups and others?
- What socio-cultural conflicts could be triggered within the target groups by the project measures?
- What personal risks could arise for those individuals involved in the project (e.g. target groups, project staff)?

- What strategies are being developed in the project to minimise these risks and potential negative impacts on the project?

2.7. On Sustainability (Structural, Economic, Social, Environmental)

Funding for private organizations focuses on development projects that build structures and have a lasting impact. This means the approach is based on the premise that the positive effects of a project and its measures will continue even after the funding ends and will generate further positive effects without being offset by unplanned negative consequences. Therefore, special attention must be paid to the aspect of sustainability.

Key questions:

- How will the effects achieved by the project be ensured to continue after the funding has ended?
- Does the project concept include measures to increase the effectiveness of the project beyond the actual target group(s)?

Economic:

- Who will be responsible for the follow-up costs of investments such as vehicles, machinery, infrastructure and other items after the end of the project? Who will be responsible for this? Is the supply of spare parts guaranteed?
- How are government agencies involved and what local financing options are being pursued? To what extent are operating and personnel expenses covered by permanent sources of financing during the project period that will continue after the project, thereby gradually reducing the project-financed portion (degression)?

Structural and social:

- How is it ensured that the structures established by the project (e.g. self-help groups, water committees, women's cooperatives) remain operational, and that the knowledge imparted in training courses is implemented and passed on where appropriate?
- How are the social changes initiated by the project pursued?
- How are ownership and responsibilities between the various parties involved regulated? Who will take ownership of the buildings and material goods financed by the project after the end of the project term?

Ecological:

- What are the project’s ecological and climatic impacts (negative environmental impacts, for example, from wastewater, pollutants from teaching or processing facilities, use of chemical pesticides and fertilisers, greenhouse gas emissions, impairment of nature and biodiversity conservation)?

The bengo committee is happy to answer any questions or address suggestions you may have.