



CBIB
Cross Border Institution Building

Cross Border Institution Building



Project Preparation Manual



"CBIB - Cross Border Institution Building"
An EU - funded Project

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1 INTRODUCTION AND PUPPOSE OF THE MANUAL

People who have never prepared a project proposal may assume that this task is easy: you have a good idea, write it down, submit and collect the cash. Others are concerned with whether or not they are able to write a good project, and how to do this. Both groups often get confused and worried when they discover the set of documents and forms they need to use in order to transform their idea into a project proposal. What usually happens is that they start developing parts of the proposal that are more easily understood and leave the more ‘difficult’ parts for later. Therefore, in most cases the ones evaluating the project proposal have no clear picture of the idea. The knowledge of these matters is very limited, but not due to limitations of mindsets that are needed to draft proposals, but due to complexity of project development.

Some may challenge this claim by saying that there are manuals explaining all of this. That is true! There is the PCM Manual, PRAG, etc., but all of them will only make up a few kilograms of paper, useful documents for professionals who are experienced in preparing project proposals, but hardly an understandable material for those who are first-timers in project development.

This manual will guide you through the development of project proposals. Once you read the manual, you will understand the whole process better and know where to start, and what to do next or in parallel to something else. Moreover, the manual will be necessary in the process of project development. In short, it will elaborate on what you need to have and do, i.e. the initial idea, find suitable partners, conduct a set of analyses with your partner which will lead to setting objectives, results and activities, develop the logframe and from there start developing details of the project proposal, filling in needed forms and templates. It will also give you a number of examples, best practices and warn you of common mistakes. Best of all, it is easy to read.

2 IPA CBC FUNDS

The second IPA component is Cross-border Cooperation (CBC) between the EU Member States, candidate and potential candidate countries.

The main aim of IPA CBC is strengthening good neighbourly relations through joint local and regional initiatives of border areas, as well as enabling economic and social development of these areas.

The cornerstone of IPA CBC is the principle of ‘common benefit.’ IPA CBC will operate on both sides of the border based on a single set of rules, thus providing the opportunity for equal and balanced programming and decision-making structures between Member States and candidate/potential candidate countries.

Both parties have to benefit from measures financed under IPA CBC, therefore, joint programmes, joint management, and joint financing of projects are required. Moreover, IPA CBC intends to promote enhanced cooperation and progressive economic integration between the EU and candidate/potential candidate countries.

IPA CBC combines cohesion and external relation objectives taking into account the specific individual needs of the border regions:

- Development of cross-border economic, social, and environmental activities of border areas;
- Addressing common challenges in the field of environment, public health, prevention, and fight against organized crime, etc.;
- Ensuring efficient and secure borders;
- Promoting legal and administrative cooperation;
- Promoting local, ‘people-to-people’, type of actions.

Moreover, one of the focuses of the IPA CBC programmes – prepared by the participating countries – is on people-to-people activities involving local stakeholders (NGOs, economic, social and cultural actors, local administrations, etc) from border regions in joint small-scale activities, and assisting in attracting the necessary cross-border investments.

In addition, building on the experience gained in the context of Neighbourhood Programmes, IPA Component II funds are available, as appropriate, to support the participation of Western Balkan countries in relevant Structural Funds transnational programmes in order to familiarise future member states with rules and procedures governing the European Territorial Cooperation objective within the Structural Funds.

The capacity and readiness of an individual Western Balkan country to be fully and constructively engaged in regional co-operation is a key indicator of its ability to cope with European obligations and join the European Union.

3 BEFORE YOU START

The Applicants can do many things prior to any launch of Calls for Proposals (CfP). There are Programming Documents, info days, websites, and similar resources. From which more than sufficient information can be obtained to enable the kick-off of project preparation. Moreover, lessons learnt show that applicants who prepare and develop their ideas well in advance are more successful. The following list of useful activities that one should carry out prior to launching the call is a minimum (best practices):

✓ Familiarise yourself with the Contracting Authority

Read the information provided on the Contracting Authorities (in some countries these are the Delegations of European Commission, while in others they are Ministries, Departments or Secretariats, in most cases bearing ‘European Integration’ in their titles) and other beneficiaries’ websites and others involved in CBC (Regional Development Agencies, etc.). There you will find answers to frequently asked questions from previous calls for proposals that may answer

some of your own questions as well as further information and presentations from Information Days for applicants held in the past and those yet to come.

✓ **Make sure that you are familiar with the objective and purpose of the Cross Border Programme**

Firstly, find out which programme you are eligible for. All countries have particular regions eligible to participate in cooperation with one or more neighbouring countries. Information on the division of territories can be found at www.cbib-eu.org as well as on the above-mentioned Ministries/Directorates/Secretariats' websites. Secondly, you will find the Cross Border Programme applicable to your region on the same CBIB internet address. In few pages, it explains the objective and purpose of the programme and the results that countries hope to achieve. This information can already guide your preparations for writing a proposal.

✓ **Make sure you are up-to-date with information**

Find the presentations from previously held Awareness Raising Seminars at www.cbib-eu.org and study them carefully. They provide a lot of useful information on partner search, criteria, eligibility, timetables, etc.

✓ **Read standard template of Guidelines for Applicants and Application Form**

All templates can be found at:

http://ec.europa.eu/europeaid/work/procedures/implementation/grants/index_en.htm

The page also contains all details related to the processes and detailed procedures, within PRAG and its annexes.

The screenshot displays the European Commission's website for EuropeAid. The breadcrumb trail at the top reads: European Commission > EuropeAid > Work with us > Procedures & documents > Implementation > Grants. The main heading is '19.10.1 Grants'. Below it, there is a box for 'BUDGET and EDF'. The primary link is 'Practical Guide to contract procedures for EC external actions', with a secondary link 'Annexes to the Practical Guide : Standard Documents'. The left sidebar contains a menu with 'Work with us' highlighted, and 'Procedures & documents' expanded to show 'Implementation'. The right sidebar features an 'Implementation' section with links to 'Practical Guide', 'Eligibility', 'Per Diems', 'Services', 'Supplies', 'Works', 'Grants', 'International Organisations, National Agencies and other donors', and 'Programme Estimates'. Below this is a 'Previous versions' section listing dates from August 2006 to 7th and 8th EDF.

Also, Take Into Account...

...that the evaluators are the first target group for your proposal

Bear in mind that the evaluators are the persons who will read and assess your application. Although carefully selected, they have different backgrounds and may not be specialists on the topic of your proposal. So, put yourself in the evaluators' shoes: despite the fact that everything in your proposal may be obvious to you as an author, it is not necessarily so for the evaluators, who will see only the information you provide! Stay clear and simple. Communication technique is crucial for this as for any other business.

...that the evaluation will not be carried out under 'luxury' conditions

Evaluators have to work their way through a large number of proposals under strong time pressure. They will hardly have the time to read your proposal more than once – so make sure that this one reading is enough for them understand it!

...that the evaluators have to make their choice among many excellent proposals

A Call for Proposals and its evaluation is a competitive process. Due to a limited amount of funding available, only the best 15 – 25% will be selected at the end. This does not mean that the remaining 75% are poor proposals – they are just less good or their topics are less attractive (e.g. smaller impact on society in qualitative and quantitative terms). Therefore, you cannot afford any weaknesses in your proposal: ALL parts of it must be of excellent quality!

4 SOME CRITERIA FOR A SUCCESSFUL APPLICATION

✓ Make a thorough analysis of the background of your project

This analysis will lay the foundation for the action you propose. It must identify the essential problem areas, define target groups and stakeholders, as well as links and complementarities with other initiatives in such a way that the activities you plan to undertake and the solutions you propose follow logically from the analysis. If you start the preparation of your proposal with the Logical Framework, as we strongly suggest, you will automatically be performing this background analysis.

✓ Identify clear objectives, methods, results

Show that you have a clear idea of your project; that you know exactly what to do, how to do it and why. Again, the Logical Framework Analysis will help you structure your ideas and check their logic. Nevertheless, whatever method you use make sure you are clear with yourself of what results you want to achieve, so you can make it clear to the others. There are always tangible and non-tangible results. In this manual we will repeat several times that there are many tangible results, but even more non-tangible ones. Think of all of these and make sure you mention them.

✓ **Develop a well-structured work plan**

Show in your work plan (for the implementation of your project) that you have a realistic view of the sequence and timing of the activities to be undertaken, the inputs required at each point and the results you expect to achieve; be honest about possible constraints and make appropriate provisions for them in the work plan. Pay special attention to sequence of actions in cases where there is subcontracting involved. We will describe the issue further down in the manual, but in brief, you might be obliged (depending on the amount of subcontracting) to use models and procedures of PRAG, so just to subcontract it might take up to 6 months! Imagine what implications this might have on the implementation if not planned for properly. Unfortunately, national procedures and models (if you are allowed to use them) are not less time consuming.

✓ **Calculate a realistic budget**

The budgeted project costs must be reasonable and realistic. In many of the applications received, requested EC contribution were practically on the upper grant limit, creating the impression that this figure was taken as the starting point in formulating the project and then filled with activities to justify the amount. They might be right in this assumption! However, it is unlikely that this approach will lead to an optimally designed project. When you prepare the budget, it is more logical to start from realistic considerations regarding the activities needed to successfully carry out the action and then translate them into cost. Avoid the impression that your budget was 'artificially inflated' in order to obtain the maximum possible grant! One could challenge this approach with an argument that it could happen that putting the budget at the end might lead to being above maximum available budget. It could be the case, but firstly you can roughly estimate the budget at the beginning and secondly, if this happens you will have a clear picture of our activities by then and be in a better position for the selection of activities to be removed from the project in order of priorities.

✓ **Have a clear text structure**

The text of your proposal must be clear, concise and easy to read. It should have precise headings and sub-headings. Use short paragraphs. The information you provide should be limited to what is essential for describing your proposed action and should show a logical sequence. Avoid redundancies and do not use acronyms without explanation. Look at it from a pragmatic point of view: you want to obtain funding to do a certain well-defined work within a clear timeframe that will result in tangible outputs. This is much more like a business proposal! Within a partnership, it is common practice that each partner contributes to writing a proposal; in particular, the text segments related to its designated role in the project. However, this implies the risk that the final product will not be homogeneous with regard to style, detail of content, presentation etc. It might more look like a copy/paste from some website. It is therefore advisable that one person should do the final editing of the proposal to ensure the homogeneity of all texts. This person should also be responsible for doing a last check of the

completeness of the application and its compliance with all the provisions of the Call for Proposals.

✓ **Use good quality language**

It is implied that the use of good ‘standard’ English, or any other language if procedure allows for this in the Call for Proposals, is an asset for your application. A proposal must not be formulated in a sophisticated way, but it should be easy to read and – more important – to understand. How else will the evaluators be in a position to assess your proposal? Apart from having to provide all relevant information in the best possible way, you also need to charm the evaluators, as well as not to waste their time with too many pages or force them to look up words in the dictionary. ‘Short and sweet’ is a magic formula in this or any other type of project proposals.

✓ **Find a good title for your project**

- The title of your project should be concise and self-explanatory in view of the proposed action;
- Title of the project must be short and clear (around 5-8 words), easy to remember;
- Title should reflect objective of the project;
- It is best to revisit the issue of giving the title after the project proposal is finished, unless it comes up while writing the proposal.

✓ **Draft a convincing Concept Note**

We cannot stress enough that overcoming the first obstacle on the way to success of your proposal depends on the quality of your Concept Note. You have to convince the evaluators in just four pages to recommend your application for further evaluation – so what you say must be well structured, concise, and complete! Write the Concept Note at the end of the project preparation process.

However, it might be the case in some Calls for Proposals that the Concept Note will not be required, so double-check this requirement in the Call itself.

Now, you are probably asking yourself if the Call for Proposals comes later on, after you have started or even completed writing the proposal, should you write the Concept Note or not. Our recommendation is to go ahead with writing the Concept Note in any case. A four-page document will summarise your whole proposal making it a good way to check if everything is watertight, looking at the big picture and without going into too many details. At the end, writing four pages should not take too much time if the project is well developed.

✓ **Strictly follow the rules and provisions of the Call for Proposals**

In filling out the Application Form, strictly respect the rules as explained in the Guidelines for Applicants and this Manual. Do not leave out or add any chapters, or change their sequence. Above all, respect the limitations to a certain number of pages that are indicated for most of sections.

5 MAJOR REASONS FOR THE REJECTION OF APPLICATION

✓ **The application arrived after the deadline**

This is the most annoying reason of all for having your proposal rejected after all the effort it took to prepare it, so make sure to respect the deadline. Rejection of late proposals is automatic and there will be no exceptions! Once the launching date of Call for Proposal is known, prepare a work plan for the completion of your proposal, where you list the essential activities to be undertaken and the milestones to be achieved against a time schedule. Be sure to include unforeseen things that will almost inevitably happen! It is of utmost importance to do so as a substantial number of applications are rejected for not being submitted in time. Applicants often forget that printing and compiling stacks (and importantly double checking printed copies) of paper take at least a day or two, for example, or that it takes some time to deliver these. If you are even a minute past the deadline, your proposal will be automatically rejected with 100% certainty. 60-90 days seems a lot of time, but be sure this feeling will change once you will be preparing your proposal.

✓ **The application failed to pass the administrative check**

- The compulsory format of the Application Form was not respected;
- Essential documents were missing (budget, logical framework, etc.);
- Partnership not eligible (no partners at all, not enough partners, etc.);
- Requested contribution exceeds the limit.

✓ **Quality of the content**

- The relevance of the project (to needs and constraints of the country/region and to those of the target groups and final beneficiaries) is not convincing;
- Proposal shows no clear relation to the objectives of the CBC Programme;
- Goals too ambitious and not reasonably substantiated by the proposed activities;
- Objectives, methodology and results are insufficiently elaborated and explained;

- Timeframe for the implementation is not realistic;
- Text is not clearly structured, lacking internal logic;
- Text is obviously written by ‘copy/paste’ method; poor final editing;
- Poor logic verification (internal logic, indicators, sources of verification).

✓ **Cross-border Impact**

- Target group(s) not clearly identified or ineligible in quantitative terms;
- Proposal does not elaborate on tangible and non-tangible outputs and results.

6 MAIN STEPS

6.1 Step 1. Forming an eligible partnership based on a sound project idea

There are two possible approaches to start your project preparation process:

- You can develop your project idea first and then look for eligible institutions or organizations that might be interested in the subject and in working with your institution;
- Alternatively, if your institution already has well-established and tested relations with other eligible institutions, you can build on this experience and jointly develop a project idea of common interest.

You can also make use of the ‘Partner Search’ tool on the CBIB website by advertising your institution and your specific interests and ideas there. Please note that the CBIB role is limited to placing your search request on the website; CBIB will not get involved between different parties. Whichever approach you choose the selection of partners and the constitution of partnership must be based on clear ideas and perceptions about the project. The partnership should bring together all competences relevant for the successful execution of the project and should be committed to the action and its target groups. It is important that all partners have a high level of mutual trust!

FIND A PARTNER:

If you have a project idea but do not have a partner there a number of ways you can find one:

- Your own contacts;
- Partner search events;
- CBIB webpage;
- Other organizations.

Remember: It is your responsibility to find a partner

How many members should the partnership have?

There are minimum rules that you find explained in the Guidelines for Applicants, but there is no upper limit to the number of members the partnership may comprise. However, there is no point in adding partners just for the sake of it – the optimum is a partnership that combines all the required competences, where each partner has a well-defined role and where partners share project activities and benefits in a balanced way. Moreover, remember: the more partners are involved, the more complex and difficult managing the project will become!

CROSS BORDER PROJECT TEAM

- Each partner must bring some added value to the project (specific experiences and knowledge), or depending on a project, have mirror experience and qualification to yours on the other side of the border, if needed;
- Try to find a partner of the similar size;
- If you have more than one partner, try to join similar ideas into one project;
- Ensure that all partners participate in project preparation and in filling in the application form;
- Make sure there is one leader of the joint team, Project Manager, who should preferably have previous experience in project preparation, who should have participated in CBIB Info Days or similar events of other EC CBC Projects;
- Each partner should appoint one person for coordination;
- All partners must be familiarized with the content of the project proposal and the roles that they have.

Choosing the Lead Partner

One member of the partnership should be designated as the lead partner, which then becomes ‘the applicant’. According to the IPA Implementing Regulation, if

there are several potential partners of an operation in each participating country, they shall appoint a lead partner among themselves prior to the submission of the proposal for an operation. The lead partner shall assume the responsibilities set out below regarding the implementation of the operation.

RESPONSIBILITIES OF LEAD PARTNER

The lead partner shall assume the following responsibilities for the part of the operation taking place in the respective country:

- It shall lay down the arrangements for its relations with the final partners and/or beneficiaries participating in the part of the operation taking place in the respective country in an agreement comprising, inter alia, provisions guaranteeing the sound financial management of the funds allocated to the operation, including the arrangements for recovering amounts unduly paid;
- It shall be responsible for ensuring the implementation of the part of operation taking place in the respective country;
- It shall be responsible for transferring the Community contribution to the final beneficiaries participating in the part of operation taking place in the respective country;
- It shall ensure that the expenditure presented by the final partners and/or beneficiaries participating in the part of operation taking place in the respective country has been paid for the purpose of implementing the operation and corresponds to the activities agreed between the final partners and/or beneficiaries participating in the operation.
- The lead partner from the participating countries shall ensure a close coordination among them in the implementation of the operation.

FUNCTIONAL LEAD PARTNER

In case of joint projects (where Lead Partners from both sides are participating and are separately contracted by the Contracting Authority), the two Lead Partners shall appoint among themselves a Functional Lead Partner prior to the submission of the project proposal.

The Functional Lead Partner is:

- Responsible for the overall coordination of the project activities on both side of the border
- Responsible for organising joint meetings of project partners
- Responsible for reporting to the JTS on the overall progress of the joint project

Formalising the partnership

The constitution of partnership is formalised through the so-called ‘partnership statements’, included in the Application Form. Each partner must sign, date (and stamp) such a statement and in principle they should all be included as originals in your application. Assembling the partnership statements should therefore be one of the very first activities to undertake.

Once the partnership agreement is reached, the experience shows that it may take considerable amount time to agree on everything. The signature on the partnership statement must be that of a person authorised to legally represent the institution. An additional instrument to formalise your partnership is an internal agreement (‘consortium agreement’, ‘teaming agreement’) that describes the purpose of the partnership, broadly defines the role and responsibilities of each partner, confirms their commitment to the joint undertaking etc. It is entirely up to you whether and how you draw up such a document; it is not part of your application nor is it a condition for its validity. If your application should be selected for a grant, you can then replace this initial (and more informal) agreement by a more precise and detailed one that is legally binding for its signatories.

TIPS ON HOW TO BUILD A PARTNERSHIP:

- Clarify your goals in forming a partnership – What are you looking for and what are you offering?
- Find out what is already happening in the area, who is who and who might be a partner or involved in other ways;
- Spend time getting to know potential partners;
- Think about partnership as forming relationships to do things, not just a structure.

6.2 Step 2. Check eligibility

The Guidelines for Applicants describe the following rules regarding the eligibility of:

- The Applicant;
- The Cross-border partner;
- The Action;
- The Costs.

Note that the Applicant must meet all of the eligibility criteria.

Who may apply?

The Applicant must:

- Be a part of the eligible sector;
- Have experience in the geographic area;
- Be directly responsible for the preparation and management of the action;
- Must have necessary human and financial resources.

The interpretation that the applicant must be a non-profit making entity is very common. In addition, there is belief that the actions should not be generating profit, and the applicant who wishes to work under this condition cannot be a profit making entity too. It is the safest to check this once the Call for Proposals is launched, as it will be written within it, and if it is not, ask this question to the Contracting Authority. Alternatively, it could be allowed that the profit-generating entities are a simple partner in case they are not eligible to be the lead partner or applicant (but check in the Call or ask the question during the Call).

It is important to study the eligibility criteria in order to verify what kind of organizations may apply for a grant. The Contracting Authority defines the specific eligibility criteria in order to limit the number of organizations that may apply for a grant. These restrictions are introduced in order to assure the participation of organizations active in the field defined by the programme's priorities.

Eligibility of cross-border partners:

A special paragraph in the Guidelines stipulates that the Applicants' partners participating in implementing the action and the costs they incur are eligible in the same way as those incurred by the grant Beneficiary.

Therefore, partners must meet the same eligibility criteria as the Lead Partner. Bear in mind that the partners should clearly identify who will be the Lead Partner in the process. If the proposal is successful, the Lead Partner will be directly responsible for project implementation and will act as contracting party and assure all relations with Contracting Authority.

What kind of actions the programme can support?

The Guidelines for Applicants provide information about the following characteristics of eligible actions:

- **Duration** (overall duration of the project must fall into the limits expressed in months);
- **Sectors or themes** (describes the specific sectors or themes to which the action must be related);

- **Geographical location** (lists the country(ies) or region(s) where the actions can take place);
- **Types of action** (refers to the types of action which may be financed by the programme as well as ineligible actions).

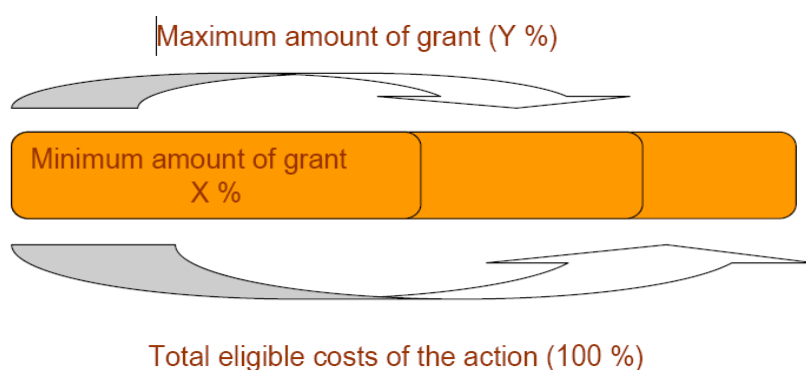
The Applicant should make sure that all types of activities foreseen in the project are eligible and can be supported by the Call for Proposal.

Eligibility of costs

Only eligible costs can be taken into account for a grant. The budget is therefore both a cost estimate and a maximum amount for eligible costs. Note that the eligible costs must be based on real costs, not the lump sums. Since the grant covers only part of the costs necessary for implementing the actions, co-financing ensures ownership of the selected projects. The balance must be financed from the applicant's or partners' own resources, or from other funds than those of the EC.

The guidelines provide the limits of co-financing as follows:

- A grant may not be for less than X% of the eligible costs of the action
- No grant may exceed Y% of the total eligible costs of the action (usually around 85%)



Note that the size of grant differs from one Call for Proposal to another. Regarding the budget, it is very important to demonstrate clearly that the total eligible costs of your project corresponds to the real scope of action.

When and where should the application be submitted?

Once the Call for Proposals is issued, it is important to be aware of the deadline set for the submission of the applications and the location of the institution collecting them.

The minimum period between the date of publication of the Guidelines and the deadline for receipt of proposals will most likely be 90 days.

This information is very important for the preparation of the supporting documents and for making a decision about possible partners. Applicants should make sure that all supporting documents regarding their organization and partner organization(s) will meet set deadlines and be able to hand over the proposal at the address signified.

Do not wait for the Call for Proposals to be published to generate a project.

It takes much longer than 2-3 months (between the publication and the closing date) to establish partnerships and develop a project, taking into account all the issues mentioned before and those that will be mentioned further down.

6.3 Step 3. Determine joint objectives

Before starting to elaborate the project proposal, once the project goal has been established, you should ask WHAT FOR and analyse what changes the project implies, and whether it will contribute to the achievements of the global strategy in a particular field. During this phase in the project, overall objectives need to be defined. It is important to mention that this task will be further elaborated and evaluated during Problem Analysis, but it is a starting point and it establishes the direction for all Partners.

An overall objective is defined as a general or broadly written statement of desired results that will solve a specific problem or meet a specific need that you have previously identified with your partner. It must answer the question about where you want to go.

The overall objective is usually very broad and non-tangible (not measurable), such as ‘Improve well-being of population in XYZ,’ or ‘Promote tourism in the region of XYZ,’ etc.

In order to translate the project’s overall objective into practice, we need to define specific objectives and answer the WHAT question.

Specific objective(s) is a measurable statement that helps you to achieve the overall objective. An objective is what you intend (not hope) to accomplished at the end of a specified time.

The statement of the objective should contain the following three basic elements:

- It should state exactly what will be accomplished during the project period;
- It should state how well it would be done, expressed in quantity and/or degree of quality and
- It should state when it would be accomplished.

The objectives should be: Specific, Measurable, Achievable, Realistic and Timed (**SMART**)

Specific: Which problems will be addressed? How many people will be involved? What competences will they acquire? What will be the outcome?

Measurable: The more the objective is measurable the easier it will be to evaluate it. (Example: The project will provide support for 100 persons of the X community)

Achievable and Realistic: The objectives should reflect what is achievable at the level of our organization as well as in the identified area. Setting objectives that are not achievable will lead to problems during the implementation phase. Note that whatever is written in the technical proposal is binding for the applicant.

Timed: Every project has a starting point and an end, therefore a time/deadline for the achievement of specific objectives should be fixed.

Important: Once defined, the overall objective and specific objectives should be revised through the Problem Analysis and inserted into the Logframe Matrix.

7 PREPARING PROJECT PROPOSAL

The EU Grant Application Form usually has two main components:

- 1 Part A: Concept Note
- 2 Part B: Full Application Form

In the chapters below, both of these components and all sub-components will be explained in detail, but what is most important for you is to understand that the preparation of the grant proposal is the iterative process. One common mistake that the applicants make is that they are trying to prepare components separately (such as the Logframe Matrix and Budget) from other required project documents.

This then results in inconsistency between the contents of the Logframe Matrix and the description of the project contained in the narrative of the main documents. The application of the Logframe Approach should come first, and then provide a basic source of information for completing the required application documents.

Since the EC requires the development of a Logframe Matrix as a part of its project formulation procedures this manual emphasises the application of the Logical Framework Approach at various stages of the project preparation process.

8 LOGICAL FRAMEWORK APPROACH

The Logical Framework Approach (LFA) is an analytical process and a set of tools used to support project planning and management. It provides a set of interlocking concepts that are used as a part of iterative process to aid a structured and systematic analysis of a project or programme idea.

The LFA is an analytical, presentational and management tool, which can help planners and managers to:

- Analyse the existing situation during project preparation;
- Establish a logical hierarchy of means by which objectives will be reached;
- Identify some of the potential risks;
- It provides a useful basis for evaluation during and at the end of a project;
- Establish how outputs and outcomes might best be monitored and evaluated;
- Present a summary of the project in a standard format.

Logical Framework Approach is often confused with the Logical Framework Matrix. LFA is a project preparation methodology, whereas the LogFrame Matrix is a document with a special structure, produced at the end of the LFA process. One common misuse of LFA is to design the project first and to ‘fill in’ the Logical Framework Matrix at the end. This is not recommended, as it defeats the whole purpose of the logical framework and the design methodology.

Logframe Approach in Phases and Steps:

Drawing up a Logframe has two main stages, Analysis and Planning.

There are four steps of the Analysis Stage:

- Stakeholder Analysis;
- Problem Analysis;
- Analysis of Objectives;
- Analysis of Strategies.

These analyses should be carried out as an iterative learning process, rather than a simple set of linear ‘steps’. For example, while stakeholder analysis must be carried out early in the process, it must be reviewed and refined as new questions are asked and new information becomes known.

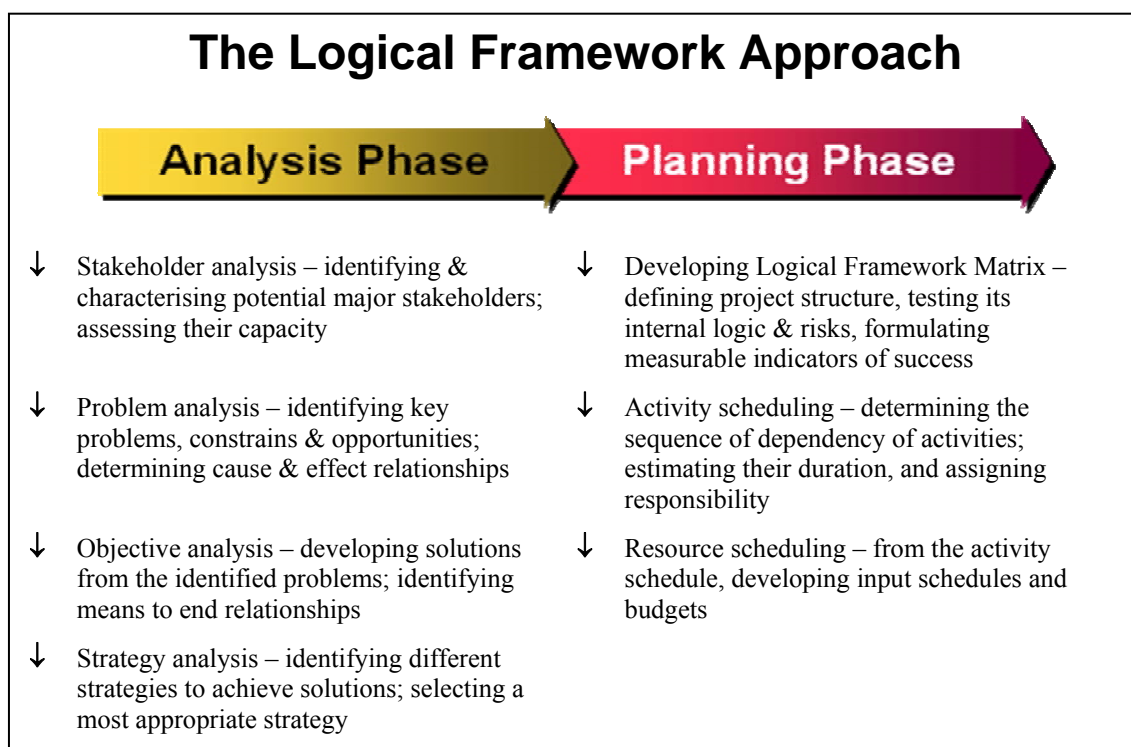
In the Planning Stage, the results of the analysis are transcribed into a practical, operational plan ready to be implemented.

In this stage:

- The Logframe Matrix is prepared, requiring further analysis and modification of ideas;
- Activities and resource requirements are defined and scheduled;
- A budget is prepared.

This is again an iterative process, as it may be necessary to review and revise the scope of project activities and expected results once the resource implications and budget become clearer.

Only if you have gone through these steps, you can prepare the Logical Framework Matrix. Ideally, the Logical Framework Analysis should be undertaken in a workshop that includes representatives of the applicant and its partners and is facilitated by a qualified moderator. If this is not possible due to costs or other reasons, the applicant may form a working group to perform the exercise and then discuss and share the result with its partners. A situation where the logical framework is developed in isolation by an individual staff member or even by an external consultant should definitely be avoided.



8.1 Stakeholder Analysis

Purpose and key steps

In order to maximize the social and institutional benefits of the project and minimize its negative impacts, it is extremely important to develop a comprehensive picture of interest groups, individuals, and institutions connected to the problem and project idea. A project that does not take into account the views and needs of various relevant stakeholders will hardly be able to achieve any objectives in a sustainable way. It is therefore crucial to start identifying and analysing the relevant stakeholders, their interests, problems, potentials, etc. at an early stage to then integrate the stakeholders accordingly into the project design and management. A basic premise behind stakeholder analysis is that different groups have different concerns, capacities and interests, and that these need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection.

The key questions asked by the stakeholder analysis are therefore:

- ‘Whose problems or opportunities are we analysing?’ and
- ‘Who will benefit or lose, and how, from a proposed project intervention?’

The main steps involved in the stakeholder analysis are:

- 1 Identify the general development problem or opportunity being addressed/considered;
- 2 Identify all those groups who have a significant interest in the (potential) project;
- 3 Investigate their respective roles, different interests, relative power and capacity to participate (strengths and weaknesses);
- 4 Identify the extent of cooperation or conflict in the relationships between stakeholders;
- 5 Interpret the findings of the analysis and incorporate relevant information into project design to help ensure that
 - resources are appropriately targeted to meet distributional/equity objectives and the needs of priority groups,
 - management and coordination arrangements are appropriate to promote stakeholder ownership and participation;
 - conflicts between stakeholders’ interests are recognized and explicitly addressed in project design.

NOTE ON TERMINOLOGY

There is a variety of key words used to differentiate between different types of stakeholder.

A summary of the terminology used in the EC context is provided below:

Stakeholders: Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by a project or programme.

Beneficiaries: Are those who benefit in whatever way from the implementation of the project.

Distinction may be made between:

(a) Target group(s): The group/entity that will be directly positively affected by the project at the Project Purpose level. This may include the staff from partner organisations;

(b) Final beneficiaries: Those who benefit from the project in the long term at the level of the society or sector at large, e.g. ‘children’ due to increased spending on health and education, ‘consumers’ due to improved agricultural production and marketing.

Project partners: Those who implement the projects in country (who are also stakeholders, and may be a ‘target group’).

For analytical purposes, stakeholder analysis is presented separately from problem analysis although both are closely connected as a part of an initial ‘situation analysis’: without people’s views of a problem, it (situation) will not become clear (stakeholder consultation on problems) and without consultations of stakeholders on a problem, their views (interest, potentials, etc.) will not become clear. The analysis and planning steps of the LFA should be related to the stakeholder analysis making it a point of continuous reference. Whenever any of the analysis or planning steps of the LFA has to be revised, the stakeholder analysis should be re-considered. This leads to the statement made initially, that stakeholder analysis is not an isolated analysis step, but a process.

8.2 Problem Analysis

Purpose and key steps

Within the LFA, it is assumed that for starting to think about a project there has to be a perceivable need for an intervention. It is assumed that a need for an intervention exists if there is an undesired situation. The intervention (project) is meant to help solve the undesired situation. Within the LFA, ‘undesired situation’ is translated and crystallised into ‘problems’. Analysing problems therefore means to analyse an existing situation.

Problem analysis identifies negative aspects of an existing situation and establishes the ‘cause and effect’ relationships between the identified problems.

It involves three main steps:

1. Definition of the framework and subject of analysis;
2. Identification of the major problems faced by target groups and beneficiaries (What is/are the problem/s? Whose problems?); and
3. Visualisation of the problems in the form of a diagram, called a ‘problem tree’ or ‘hierarchy of problems’ to help analyse and clarify cause–effect relationships.

During problem analysis, the negative aspects of an existing situation are analysed. Key problems are identified and the causal relationship between them. Initially information on the existing situation has to be collected and analysed which, depending on the complexity of the circumstances, might take a long time. On this basis, the stakeholders identified are consulted for their views and perceptions. The consultations can take place through various forms that have to be chosen depending on the stakeholders. Often the consultations are organised as participatory workshops. ‘Brainstorming’ can be used as a technique at the beginning of a workshop to identify key problems with the stakeholders.

BRAINSTORMING RULES

- All ideas are accepted without argument;
- Aim for quantity rather than quality;
- No debate about whether ideas are accepted or not, only about whether the idea has already been listed;
- No evaluation at this time; concentrate on getting a full cross-section of ideas first.

EXAMPLE OF FINDINGS FROM THE STAKHOLDER ANALYSIS

Target groups : tourist personnel from XY area,

Direct beneficiaries : tourist personnel on cycling routes (for example 20), in auxiliary tourist buildings (for example 20) and in relevant tourist agencies (for example 15)

Indirect beneficiaries: tourists and local population

Partners: cross-border local tourist community

Developing the problem tree

The problem tree is developed by arranging the problems cards on the wall in a cause – effect hierarchy, possibly adding new ones that emerge as the tree is built up. The tree should end up with one key problem at the top and a series of lower order problems that branch out below the main problem.

The easiest way to develop the problem tree is to begin with a ‘starter’ problem and progressively add the other problem cards above or below it. It does not really matter which problem is chosen as the ‘starter’ but it is best if it is a problem that participants agree is of major importance.

The problem tree is constructed by successively relating your problem cards to the starter problem using the cause-effect rationale:

- If the problem is a cause of the ‘starter’ problem it is placed below it;
- If the problem is an effect of the starter problem it goes above;
- If it is neither a cause nor effect, it goes to the same level.

The analysis is aimed at identifying the real bottlenecks which stakeholders attach high priority to, and which they wish to overcome. A clear problem analysis thus provides a sound foundation on which to develop a set of relevant and focused project objectives.

‘ Problem tree tips’

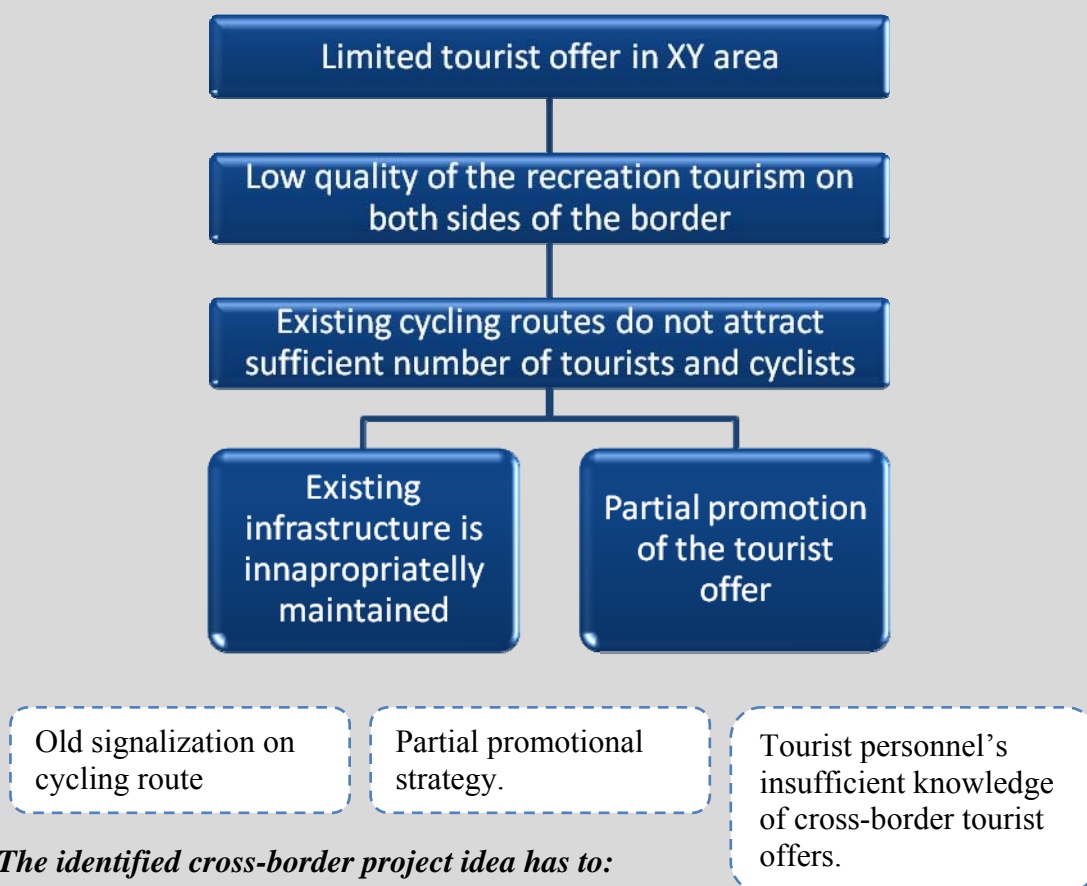
- During the ‘brainstorming’ discuss and identify sectors;
- Every individual problem needs to be discussed, agreed on and recorded. Individual problem is selected from total list followed by next problem that is clearly linked;
- If the problem is cause, post it on the lower level;
- If the problem is consequence, post it on the higher level;
- If the problem is not cause or the consequence post it on the equal level;
- ‘Problem tree’ grows by adding other problems on the similar way.

Once the problem tree is finalized, select the key problem, which presents the central problem of the project/programme. Different stakeholder must agree on the selection of the key problem that will be addressed by the project. Additional revisions of the problem tree later on in the process can lead to identification of other key problems, but this will not affect the validity of the initial analysis.

Finalized ‘problem tree’ presents overall, agreed picture of the current negative situation.

EXAMPLE OF THE PROBLEM TREE

The research made by the national tourism organisation in 2003 in cooperation with Croatian XY company showed that the cross-border area has good potential for tourism due to outstanding natural resources and already existing infrastructure for recreation tourism. However, the **common problem** of the cross-border area is that existing cycling routes, as the most important part of the recreation tourism in the area, do not attract sufficient number of tourists and cyclists, which results in low quality of recreation tourism on both sides of the border. The **main recognised causes** of this problem were the inappropriate maintenance of the infrastructure and partial instead of joint promotion of cycling routes as the tourist product of the cross-border area.



The identified cross-border project idea has to:

- Address the problem or opportunity which is strongly perceived also over the border;
- Relate to a larger geographical cross-border area which is eligible under the IPA CBC Programme;
- Be consistent with the objectives and measure.

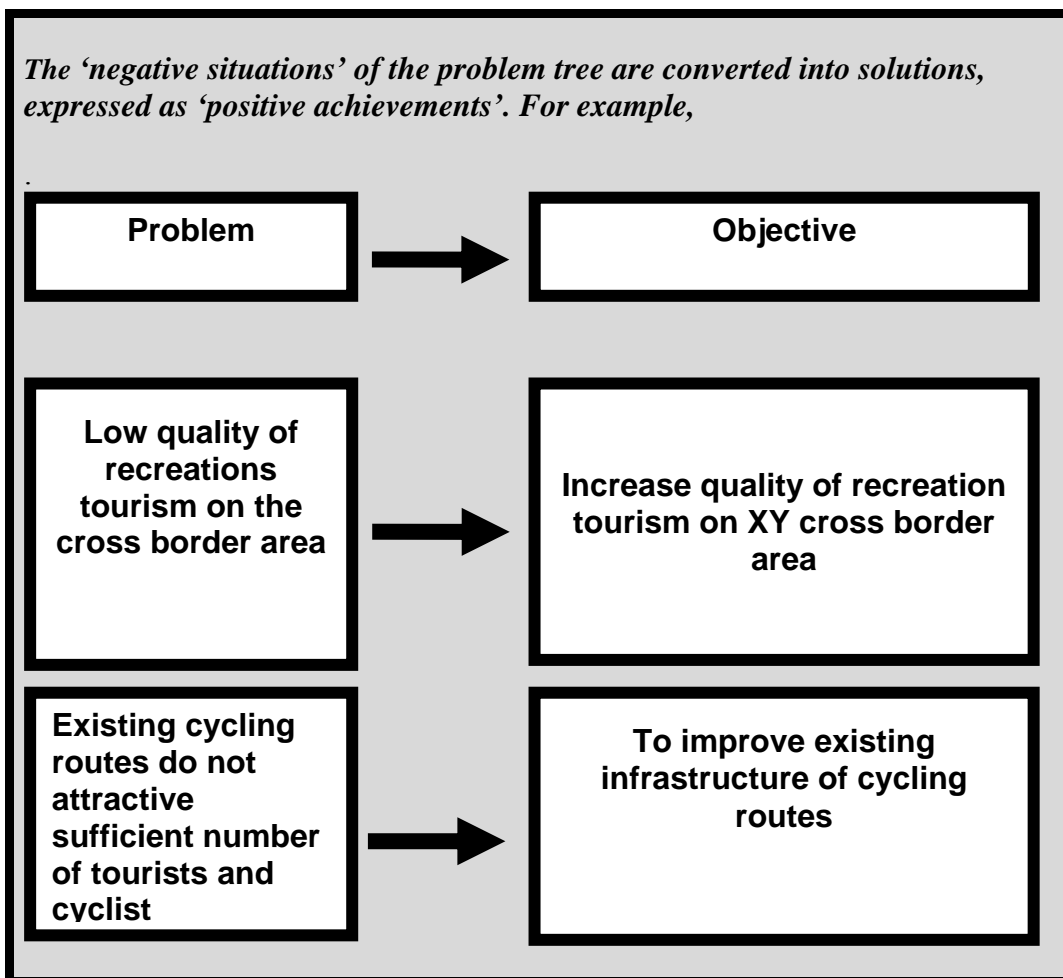
8.3 Analysis of Objectives

Purpose and key steps

While problem analysis presents the negative aspects of an existing situation, analysis of objectives describes a future situation that will be achieved by solving the problems identified.

During analysis of objectives, potential solutions for a given situation are identified. This involves the reformulation of the negative aspects ('problems') identified into positive ones (envisioned for the future) drawing up an 'objective tree'. In the objective tree now, the objectives are structured in a hierarchical order and the former cause-effect relationships between the key problems are turned into means-end relationships between objectives (what needs to be done to achieve what?).

The objectives derived should reflect the future desired situation but should be realistically achievable (which can be achieved by e.g. qualifying the objectives).



The main steps in the process are summarised below:

STEP 1

Reformulate all negative situations of the problems analysis into positive situations that are:

- Desirable;
- Real and achievable.

STEP 2

Check the means-ends relationships to ensure validity and completeness of the hierarchy (cause-effect relationships are turned into means-ends linkages).

STEP 3:

If necessary:

- Revise statements;
- Add new objectives if these seem to be relevant and necessary to achieve the objective at the next higher level;
- Delete objectives that do not seem suitable or necessary.

Once complete, the objective tree provides a summary picture of the desired future situation, including the indicative means by which ends can be achieved. As with the problem tree, the objective tree should provide a simplified but robust summary of reality. It is simply a tool to aid analysis and presentation of ideas. Its main strength is that it keeps the analysis of potential project objectives firmly based on addressing a range of clearly identified priority problems.

If the **key problem (existing negative situation)** of the cross-border area is that cycling routes do not attract sufficient number of tourists and cyclists, then the **desired (positive) solution** of this problem or specific objective of the project can be improved infrastructure and promotion of cycling routes as the joint tourist product of the cross border area in order to become more attractive and recognised for tourists and cyclists.

If the **(negative) effect of the identified key problem** is low quality of recreation tourism in the cross-border area, then **the desired end situation** of the project's specific objective on a long term is increased quality of recreation tourism, which is also one of the most important priorities on the regional, national level as well as is consistent with the measure from the Cross Border Programme.



Once the objective tree is established, it is necessary to re-assess relations between different objectives, and if necessary organize them differently.

8.4 Analysis of Strategies

Purpose and key steps

The final stage of the analysis phase involves the identification of possible solutions that could form a project strategy and the selection of one or more strategies to be followed by the project. During strategy analysis, a decision is made on which objectives will and which objectives will not be pursued within the frame of the project. The starting point for strategy analysis is the objective tree. The choice of one or more strategies is made based on criteria, which have to be agreed upon and defined among partners, depending on the specific project context. Possible criteria could be costs, urgency, resources available, social acceptability, gender aspects, time perspective of benefits, feasibility, development policy guidelines, etc. The information gained during stakeholder analysis (potentials, support, resistance, etc.) and analysis of potentials should be taken into consideration as a reference for decision taking.

This analytical stage is the most difficult and challenging, as it involves synthesising a significant amount of information and then making a complex judgment about the best implementation strategy (or strategies) to pursue. In practice, a number of compromises often have to be made to balance different stakeholder interests, political demands and practical constraints such as the likely resource availability. Nevertheless, the task is made easier if there is an agreed set of criteria against which to assess the merits of different intervention options.

Key criteria for strategy selection could include:

- Expected contribution to key policy objectives, such as poverty reduction or economic integration;
- Benefits to target groups – including women and men, young and old, disabled and able, etc.;
- Complementarities with other ongoing or planned programmes or projects;
- Capital and operating cost implications, and local ability to meet recurrent costs;
- Financial and economic cost-benefit;
- Contribution to institutional capacity building;
- Technical feasibility;
- Environmental impact;
- Sustainability.

Using these criteria will help determine what should/could be included within the scope of a project, and what should/could not be included.

The selected strategy will then be used to help formulate the first column of the Logical Framework, particularly in helping to identify the project Overall Objective, Purpose and potential Results.

9 THE LOGFRAME MATRIX

Once the analysis stage is finished and you have built up your problem and objective tree and selected strategy how to address the existing problem, **you can start to fill out the Logical Framework Matrix (LFM), which is always a part of the project application form.**

The Logframe Matrix is the visual output of the Logframe Approach. The Logframe Matrix itself has four columns and four rows where all the key parts of a project can be inserted as a clear set of statements: the project overall objective, specific objective(s), results and activities, with their indicators, source of verification and assumptions. However, the Logframe Matrix for all its advantages when clearly understood and professionally applied provides no magic solution to identifying or designing good projects. It is merely an analytical, design and presentational tool.

Figure below shows the structure of the Matrix and sequences of its completion. The sequence indicated in the Chart is the one that should be followed in the LFM. The Project Description is completed first, then the assumptions, indicators, and finally the source of verification. However, completing the Matrix must be approached as an iterative process. As one part of the Matrix is completed, there is a need to look back at what has been said in previous parts to review and test whether the logic still holds. This process will often require the modification of previous descriptions.

LOGIC INTERVENTION	OBJECTIVELY VERIFIABLE INDICATORS	SOURCE OF VERIFICATION	RISKS AND ASSUMPTIONS
Overall objective(s) is the broad development impact to which project contributes, at the a national or sector level (provides the link to the policy and/or sector programme context) 1	Measure the extent to which a contribution to the Overall objectives has been made. Used during evaluation. 8	Source of information and methods used to collect and report it (including who and when/how frequently) 9	
Specific objective(s) The development outcome at the end of the project - more specifically the expected benefits for the target group(s). 2	Helps answer the question: How will we know if the purpose has been achieved? Should include appropriate details of quantity, quality, and time. 10	Source of information and methods used to collect and report it (including who and when/how frequently) 11	Assumptions (factors outside projects management's control) that may impact on the purpose-objective relation 7
Results The direct/tangible results (goods and services) delivered by the project. 3	Helps answer the question: How will we know of the purpose has been achieved? Should include appropriate details of quantity, quality, and time. 12	Source of information and methods used to collect and report it (including who and when/how frequently) 13	Assumptions (factors outside projects management's control) that may impact on the result-purpose relation 6
Activities The tasks (work programme) that need to be carried out to deliver the planned results. 4	Sometimes a summary of resources/means is provided in this box)	Sometimes a summary of cost/budget is provided in this box)	Assumptions (factors outside projects management's control) that may impact on the activity - result relation 5 (optional)

Overall Objective

- To increase quality of recreation tourism offer on XY (cross-border) area

This is the higher-level objective to which the project is expected to contribute; it is the objective based upon the ‘focal problem’ identified during the Logframe Approach. The number should be one or two maximum.

Specific Objectives

- Increase quality of tourism offer in XY (cross- border) area

The anticipated effect your project will achieve by delivering the planned results. The number could vary between two and five.

Expected Results

- Improved recreational infrastructure of cycling routes (on both sides of border and in bordering regions)
- Increased level of public awareness on tourism offer in XY (cross-border/bordering) area

The tangible results that the project management team should be able to guarantee. Results must generally be delivered within a specified period and budget. The number of those should not be less than the number of Specific Objectives and minimum one result should relate to and aid achievement of one Specific Objective.

Activities

The activities that must be undertaken by the project partners in order to produce the results. The activities take time to perform and consume financial and material inputs. Same as for the relation between Results and Specific Objectives, it would look odd to have smaller number of Activities than the Results.

1.1.1. Development of tenders documentation for works

1.1.2. Publishing tender and selection of company

1.1.3. Reconstruction works and putting signalization on bicycle lanes

2.1.1. Develop (joint) promotional strategy

2.1.2. Establish (joint) internet portal

2.1.3. Training on marketing for tourism personnel

2.1.4. Create promotional materials

9.1 *The assumptions and external factors*

No matter how well a project is planned and prepared, things will not always go well. A number of external factors, which are difficult to control, are likely to affect the project's implementation. These conditions must be met (or not met, depending on the formulation), for the project to succeed, and are included as assumptions in the fourth column of the LFM. Only if the objective and the assumption are achieved project moves to the next level.

Assumptions are external factors - escaping the direct control of the project manager – that have the potential to influence (or even determine) the success of a project. They can be formulated by answering the question: ‘What external factors may impact on the project implementation and the long-term sustainability of benefits, but are outside the project management’s control?’

Most projects fail not because of bad project design, but because of lack of attention to these factors that are either outside the control of the project or which are too difficult or costly to control. In the LFM, we need to show that we have thought about what these factors might be. To complete the assumptions column of the LFM, first consider the risks. A risk is the potential for unwanted happenings. Every activity involves risks. If they happen, some risks will affect the activity more than others.

Once we have considered the risks, we can turn them into assumptions. Risks are negative statements about what might go wrong. Assumptions turn risks into positive statements. They are the conditions that need to be met if the project is to continue.

The fourth column of the Matrix is used to highlight assumptions about the external conditions that need to be fulfilled if the vertical logic of the activity description is to hold true. Once assumptions have been identified, they are stated in terms of the desired situation. In this way, they can be verified and assessed.

EXAMPLE

The risks for successful undertaking of reconstruction of cycling routes can be:

- Unsuccessful procurement of an appropriate construction company;
- Bad weather conditions, which prevent timely reconstruction works.

The pre-condition can be on-time acquisition of permits for reconstruction of cycling routes.

The risks and assumptions as well as the preconditions of the cross-border project have to be identified and assessed on each side of the border.

9.2 The indicators

Simply stating an objective is not sufficient. It is important to establish ways of measuring the progress that is being achieved. To ensure that an objective is measurable it must be accompanied by indicators, which specify the information required.

Indicators are targets that show (column 2 – Objectively Verifiable Indicators in LFM) objectives. They answer the question ‘How do we know whether or not what we have planned is happening, or has happened?’ Indicators help us to monitor, review and evaluate the project. They enable us to know whether the project plans need adjustments. They help us learn lessons from the project in order to avoid making the same mistakes in other projects. LFM calls these indicators ‘Objectively Verifiable Indicators’ and the term ‘objectively’ is used because indicators should not depend on the point of view of the person measuring them. It should not matter who measures them – the same result should be reached.

There are many different types of indicators to consider. Try to be creative and use a mixture of indicators in order to ensure that the objectives can be measured effectively and that monitoring and evaluation needs can be met.

Quantitative indicators can be analysed in numerical form – who, what, when, where, how much, how many, how often? This might include:

- How often things happen;
- Number of people involved or affected;
- Growth rates;
- Uptake, for example, school enrolment, visits to clinic, etc.

Qualitative indicators measure things that cannot be counted, such as:

- Satisfaction, opinions;
- Decision-making ability;
- Changes in attitude.

*The term **QQT** is often used to ensure that indicators are specific.*

QQT stands for:

- **Quantity** – the extent of the change – by how much, how many;
- **Quality** – the kind of change;
- **Time** – by when the change should take place.

Try to use a mixture of quantitative and qualitative indicators so that you can be sure to capture the real progress and impact of the project. Imagination is very important when setting indicators. It may help to ask the group of stakeholders setting indicators to close their eyes and imagine how the situation would be improved by the end of the project. What do they hear, see, touch, feel and smell that will be different when the main problem is addressed?

You must be careful to ensure that the indicators selected are specific to the objectives – in other words, they will really show whether the objective is being achieved or not. Often though, different people have their own interpretation of what a project is trying to do. When the planners and the people implementing the project differ in their interpretation of objectives, the result can be very damaging to project performance. Selection of indicators is a helpful exercise in clarifying precisely what is meant by an objective, and in ensuring that the objective is realistic, specific and measurable.

9.3 Source of Verification

When you formulate indicators, the source of verification and means of collection should be specified. This will help to test whether or not the indicator can be realistically measured at the expense of a reasonable amount of time, money, and effort.

The Source of Verification column should specify:

- The format in which the information should be made available (e.g. progress reports, project accounts, project records, official statistics etc.);
- Who should provide the information;
- How regularly it should be provided (e.g. monthly, quarterly, annually etc.).

Sources outside the project should be evaluated for accessibility, reliability, and relevance. The work and costs of collecting information to be produced by the project itself should also be assessed, and adequate means provided. Other indicators should replace indicators for which you cannot identify suitable source of verification. If an indicator is found to be too expensive or complicated to collect, a simpler, cheaper indicator should replace it.

EXAMPLE

The foreseen result of the project is improved cycling routes.

Specific (output indicator): renovated cycling routes.

Measurable indicator: 15 km of renovated cycling routes.

Time-bound indicator: in the period between month X 2005 and month Y 2006.

Located: from place A to place B.

The indicator should thus be: 15 km of cycling routes renovated from place A to place B in the period from month X 2005 until month Y 2006.

This indicator is relevant for measuring the result and its verification, and is available at a reasonable amount of time and money, e.g. it can be verified with the report from the company sub-contracted for renovation of cycling routes.

EXAMPLE

Sources of verification can be:

- Final reports from X and Y sub-contracted constructing companies;
- Monthly progress reports from the X partner A and the Y partner B

9.4 Vertical and horizontal logic within the Logframe Matrix

The Matrix functions on two dimensions, vertical and horizontal. The vertical logic connects the levels of the Matrix – activities, results, specific objective, and overall objective(s).

This means that:

- Completion of the activities should lead to delivery of the results;
- Delivery of the results should lead to achievement of a specific project objective;
- Achievement of the specific project objective should contribute to the overall objective.

If your project has good causality, the vertical logic should be correct and easy to demonstrate. Testing the vertical logic will help you correct logical inconsistencies when formulating your project proposal.

Overall objective(s)		Assumptions for sustaining the overall objective in the long term
IF Specific objective (s) → THEN ←	are achieved and → are valid ←	← assumptions for achieving the overall objective(s) →
IF Results → THEN ←	are achieved and → are valid ←	← assumptions for achieving the specific objective →
IF Activities → THEN ←	are carried out and → are valid ←	← assumptions for achieving the results →

The horizontal logic of the Matrix considers how to determine the status of activities, results, achieving the specific project objective and contributing to the overall objective by listing the indicators and means of verification and the assumptions overarching the project implementation, e.g.:

BASIC RULES ON LOGFRAME MATRIX

Some basic rules you should keep in mind when completing the Logical Framework Matrix:

- Begin with the left columns and work towards the right;
- Work from the top to the bottom - never the other way;
- Leave the 'Assumptions' column for last;
- If difficult, leave the 'Assumptions' cell for the 'Overall objective' blank.

EXAMPLE OF THE LOGFRAME MATRIX

	Logic Intervention	Objectively Verifiable Indicators	Source of verification	Risks and assumptions
Overall objective	To increase quality of recreation tourism on XY cross-border area	No. of tourists visits increased by 5% on both sides of the border until the end of the project	Data from statistical office and tourist associations	
Specific objective(s)	1. To improve recreation infrastructure of cycling routes on both sides of the border	Cycling routes available to tourists on both sides of the border until project month 8	Data from local tourist agencies and municipalities	Expertise of outsourced reconstructing company
	2. To increase public awareness of XY cross-border area	Enquiries from tourists on both sides of border increased by 5 % until the end of the project	Data from local tourist agencies and joint web portal	Interest of tourists Good quality of PR service
Results	1.1. Cycling routes renovated and marked	15 km of cycling routes renovated on both sides of border until project month 6; Cycling area marked with 5 tables on both sides of the border until project month 7	Reports from construction companies; Data from municipalities; Project final reports	On-time outsourcing of constructing company on both sides of the border Favourable weather condition
	2.1. Joint promotion service established	Cross-border partnership of 5 tourism organisations established until project month3; Knowledge of 10 tourist workers from both sides of the border increased until month 5 Joint web portal functional until project month 3	Project final reports; Promotional material; Joint marketing strategy	Interest and motivation of tourism workers Sustainability of partnership
Activities	1.1.1. Procurement of reconstruction companies; 1.1.2. Renovation and marking of cycling routes 2.1.1 Development of joint promotion strategy 2.1.2. Development of joint web portal 2.1.3. Training of tourism workers in marketing 2.1.4. Preparation of promotional material	Means Human: 6 X experts and 4 Y experts, 2 outsourced reconstructing company; Material: 6 computers, constructing material, promotional tables, project and training office space, data base of current tourism offer, software	Sources of verification: Project progress and interim reports Costs Total: 245.000 EUR X value: 125.000 EUR Y value: 120.000 EUR	Pre-conditions Permits for renovation and marking of cycling routes acquired.

10 ACTIVITY AND RESOURCES SCHEDULING

A Logframe Matrix provides a summary of key information of a project. 'Key information' means that in general only the most important aspects are being included, without elaborating the operational details needed for further planning and implementation. Activity and resource schedules are a means to provide the operational detail needed. Following the sequence, they are established based on the Logframe Matrix. Having drawn up an activity schedule that specifies a project's activities in operational detail a resource schedule can be drawn up to elaborate on the cost of the means required.

An activity schedule:

- Lays open dependencies between activities;
- Clarifies the sequence, duration and precedence of activities;
- Identifies key milestones to be achieved;
- Serves as a basis for project monitoring.

Assign management responsibility and implementing responsibilities.

Starting from the Logframe Matrix established the activities specified in the first column/ last row are transferred into the first column of the activity schedule format.

Break the activities down into sub-activities and manageable tasks.

The activities shouldn't be specified in too much detail, but they should be detailed enough to provide a basis to estimate time and resources needed to carry out the activities, and they should be detailed enough so that the person finally assigned to carry out the activities has sufficient instructions on what has to be done.

Clarify sequence and dependency of the activities.

After having specified the activities in operational detail, they must relate to each other to see in which order they have to be undertaken (sequence) and which activity depends on the start or completion of another activity (dependencies).

Important: you need to pay special attention on the sub-contracting in your proposal, if you have any, as this task requires use of specific documents and procedures that will be like those of the PRAG. This implies that, for example, if you sub-contract services amounting to 60,000 euro (or buy goods), you need to account for a possibly six-month process! This can have great effect on the timetable of implementation, and if not accounted for, even cause failure.

Specify start, duration and completion of activities.

Specifying the timing of project activities means making estimates on the duration of tasks, building those estimates into the activity schedule – indicating the likely start and completion dates. To make sure that the estimates are realistic, people that possess necessary technical knowledge or experience should be consulted. Frequently, the time needed to carry out activities is underestimated due to a number of reasons including the omission of crucial activities of tasks, failure to allow sufficient interdependence of activities, failure to allow resource competition (i.e. scheduling the same person or piece of equipment to do two or more things at once) and a desire to impress with the promise of rapid results.

Define milestones.

Milestones define targets to be achieved by the activities and provide the basis for monitoring. A simple milestone is the completion of a task to a planned date. In an activity schedule, the activities, sub-activities and tasks are listed in a consecutive way; therefore, accomplishing a certain task in time can be seen as a milestone on the way to achieving outputs.

Assign tasks and responsibilities.

Allocating tasks also means allocating responsibilities for achieving milestones. It is a means of defining the accountability of the members of a project team. Before allocating tasks, the expertise required to carry out the respective tasks has to be specified. By doing so, it is easier to check whether all necessary human resources are available and the schedule feasible. Activity schedules lay the ground for further planning (resource schedules) and later on for project management. They provide an initial benchmark including estimates that might have to be revised in the light of changing circumstances or actual implementation performance.

Example:

Year 1													
Activity	Month 1	2	3	4	5	6	7	8	9	10	11	12	Implementing Body
Activity 1(title)													Partner 1, 2, 3
Activity 1.1 (title)													Partner 1
Activity 1.2 (title)													Partner 2, 3
Activity 1.3 (title)													Partner 1, 2, 3
Activity 2 (title)													Partner 1, 2
Activity 2.1 (title)													Partner 1, 2
Activity 2.2 (title)													Partner 1
Activity 2.3 (title)													Partner 2
Activity 2.4 (title)													Partner 1, 2
etc.													

11 FINANCIAL PROPOSAL

The Financial Proposal is composed of two main sections: Budget and Source of Funding. A budget breakdown template is provided together with the Application Form.

The Budget for the Action

The budget for the action has to be presented in Euros (European format XX.XXX, XX) and must respect the template provided (Excel Format). The budget must show the total eligible costs of the project, i.e. the sum of the requested Contracting Authority contribution plus the own contribution!

Example of the Worksheet 1

	A	B	C	D	E	F	G	H	I
1	Budget for the Action¹	All Years				Year 1²			
2	Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)³	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
3									
4									
5	1. Human Resources								
6	1.1 Salaries (gross amounts, local staff) ⁴								
7	1.1.1 Technical	Per month			0	Per month			0
8	1.1.2 Administrative support staff	Per month			0	Per month			0
9	1.2 Salaries (gross amounts, expat/int. staff)	Per month			0	Per month			0
10	1.3 Per diems for missions/travel ⁵								
11	1.3.1 Abroad (staff assigned to the Action)	Per diem			0	Per diem			0
12	1.3.2 Local (staff assigned to the Action)	Per diem			0	Per diem			0
13	1.3.3 Seminar/conference participants	Per diem			0	Per diem			0
14	Subtotal Human Resources				0				0
15									
16	2. Travel⁶								
17	2.1 International travel	Per flight			0	Per flight			0
18	2.2 Local transportation	Per month			0	Per month			0
19	2.3 Participation in stakeholders' meetings	Per meeting			0	Per meeting			0
20	Subtotal Travel				0				0
21									
22	3. Equipment and supplies⁷								
23	3.1 Purchase or rent of vehicles	Per vehicle			0	Per vehicle			0
24	3.2 Furniture, computer equipment				0				0
25	3.3 Machines, tools...								
26	3.4 Spare parts/equipment for machines, tools				0				0
27	3.5 Other (please specify)				0				0
28	Subtotal Equipment and supplies				0				0
29									
30	4. Local office								
31	4.1 Vehicle costs	Per month			0	Per month			0
32	4.2 Office rent	Per month			0	Per month			0
33	4.3 Consumables - office supplies	Per month			0	Per month			0
34	4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month			0	Per month			0
35	Subtotal Local office				0				0
36									
37	5. Other costs, services⁸								
38	5.1 Publications ⁹				0				0
39	5.2 Studies, research ⁹				0				0
40	5.3 Auditing costs				0				0
41	5.4 Evaluation costs				0				0
42	5.5 Translation, interpreters				0				0
43	5.6 Financial services (bank guarantee costs etc.)				0				0
44	5.7 Costs of conferences/seminars ⁹				0				0
45	5.8 Visibility actions								

Before starting to prepare the Budget, it is important to carefully study the paragraphs of the Guidelines for Applicants dedicated to eligible and ineligible costs. Costs considered ineligible by the Contracting Authority will be rejected. This could effect the final balance payment and cause financial difficulties for the

Applicant. Therefore, it is important to check once again the eligibility of future project expenditures at the Budget preparation level.

The Applicant and project partners are not authorised to raise any profit with money provided in the grant. All costs indicated in the budget must be realistic, justified, identifiable and verifiable.

Eligible costs should be allocated under the following budget headings:

Human Resources costs: Costs for international and local staff including technical (i.e. project coordinator and experts) and administrative staff (i.e. accountant, project assistants). Each position, salaries (based on real salary costs) and the numbers of days/months involved in the project should be clearly defined. Subsistence costs (per diem) and expenses for persons involved in the project working away from their place of residence should also be foreseen. Subsistence costs are calculated on a daily basis and cover catering, accommodation, local travels within the place of the mission.

Travel costs: Costs for international or long-distance travels in the country. Short trips should be covered by the per diem or other costs.

Equipment and supply: Costs for necessary equipment that has to be purchased/leased/rent for the project (PC equipment, cars, technical equipment, etc).

Local office costs: Costs for telephone, fax, internet access, office rental, monthly costs of a car etc.

Other costs: This heading should include the costs of publications, studies; conferences and so on, in case they will be fully subcontracted. Each of these costs should be detailed (number of publications, number of pages per publications, publication languages, cost of translation for X amount of publications, etc.)

The following costs are usually considered as ineligible in EC grants:

- Debts and provisions for losses and debts;
- Interest owed;
- Items already financed in another framework;
- Purchase of land and buildings, except when necessary for the direct implementation of the project, in which case ownership must be transferred to the final beneficiaries at the end of the action;
- Currency exchange losses.

Expected Source of funding

Example of the Worksheet 2

	A	B	C	D	E	F	G	H	I
1	Expected sources of funding								
2									
3								Amount	Percentage
4								EUR	of total
5									%
6									
7									
8	Applicant's financial contribution								
9									
10	EDF contribution sought in this application								
11									
12	Contribution(s) from other European Institutions or EU Member States								
13									
14	Contributions from other organisations:								
15	<i>Name</i>	<i>Conditions</i>							
16									
17									
18									
19									
20	TOTAL CONTRIBUTIONS								
21									
22									
23	Direct revenue from the Action								
24									
25	OVERALL TOTAL								

Contracting Authority contribution:

The contribution shown in line 10 cannot be more than 85% of the total project cost shown in line 25, while not exceeding € 500,000 for IPA CBC projects. However, these are minimum and maximum figures from the Programming Documents, but you must double check these in each particular Call for Proposals.

Own contribution

The own contribution must be a minimum of 15% of the total project cost shown in line 25. It is the sum of:

- Applicant's financial contribution, shown in line 8, which includes contributions from the partners. Associates (if any) may also make a financial contribution to the project;
- Contribution(s) from other European Institutions or EU Member States;
- Contributions from other organisations (must be listed individually);
- Overall total.

The overall total corresponds to the total eligible costs for the action. It must be the same as the figure you will enter on the cover page of the Application Form. When you compile your application, please pay attention to printing out both worksheets of the budget.

Budget justification

All budget items must be further explained in the Budget Justification. There is no specific template for this document. It should be provided on a separate sheet and it is up to the applicant to choose a format that will explain and justify the budget in a clear and transparent way.

Please justify each budget item with respect to:

- The necessity for the item (e.g.: flight, computer, etc.);
- The number of units proposed and;
- The choice of the unit rate applied.

The justification should make reference to the activities foreseen in your proposal. The unit rates for staff involved in the action must be actual local market rates and must be explained in the budget justification. Please note that the Contracting Authority is entitled to ask for salary slips to verify the accuracy of the rates presented in the budget.

12 COMPLETING THE GRANT APPLICATION FORM

What to submit:

Part A: Concept Note (If required)

Three sections:

- Relevance of the action;
- Description of the action and its effectiveness;
- Sustainability of the action.

Part B: Full Application Form

Seven sections:

- The Action;
- The Applicant;
- The Partners;

- The Associates;
- Checklist;
- Declaration by Applicant;
- Assessment Grid.

+ The following annexes

- Budget + Budget justification;
- Logical Framework Matrix.

Please note:

- Annex D (Legal entity sheet) and
- Annex E (Financial ID Form) will only be requested if your proposal is provisionally selected;
- Annex F (Standard Grant Contract) and
- Annex G (Daily per diem rates) are provided for information purposes only and should not be returned.

Double check in the Guidelines for Applicants if the Contracting Authority had asked for any additional documents, obliging you to provide those or else making your application incomplete. If this is not the case, do not send any additional documents – they will be disregarded. In particular, do not send at this time any of the documents such as for example statutes, balance sheets etc. You will be requested to submit them if, and when, your application is selected for funding.

12.1 Concept Note

The Concept Note is one of the most important parts of your application. As a first step of the evaluation process after the administrative check, only the Concept Note will be evaluated and if it does not receive the required minimum score, the rest of your application will not even be looked at. It is therefore important that you should give a great deal of attention to the formulation of the Concept Note. Though limited to four pages, it must give a clear and comprehensive overview of all essential aspects of your proposal in relation to the criteria applied to its evaluation. Do not refer to explanations given in later parts of the proposal – the evaluators will not see these when they are looking at the Concept Note. Also, do not refer to other literature or documents; only what is actually written in the Concept Note will be taken into consideration.

For the presentation of your Concept Note, you must strictly follow the structure shown in the Application Form.

To save space, you do not have to repeat the individual points shown under each section; just follow the order of numbering of the section titles:

- **Relevance of the action;**
- **Description of the action and its effectiveness;**
- **Sustainability of the action.**

Make sure everything that can be said in relation to a certain section is said at this point and not in another section. The evaluators will find it difficult to attribute a correct score if the information on a certain issue is spread all over the Concept Note. It is up to you to decide how much space you want to devote to each section. If you think you can describe the relevance of the action (section 1) on half a page, but you need two pages to sufficiently describe the action (section 2), this is perfectly acceptable. It is the total of the Concept Note that must not exceed four pages. Please explain any acronyms you use if they are essential for the understanding of the text!

Finally, if the author(s) of the Concept Note is/are not fully proficient in the language in which it is written, you should have it checked by a competent person. It would be unfortunate if your Concept Note does not receive the score it merits because it cannot be properly understood for reasons of poor linguistic quality.

12.2 Full Application Form

This is the central part of your project proposal and it consists of the following components:

- **The Action;**
- **The Applicant;**
- **The partners of the applicant participating in the action;**
- **Associates of the applicant participating in the action;**
- **Declaration by the applicant;**
- **Assessment grid.**

12.2.1 L ACTION

If you have followed our advice and gone through the Logical Framework Analysis before you come to this point, you will already have most of the elements you need to complete this section of the Application Form. It will now be a matter of elaborating them in detail.

This part of the application form consists of the following parts:

I. The Action

1. DESCRIPTION

1.1 Title

1.2 Location(s)

1.3 Cost of the action and amount requested from the Contracting Authority

1.4 Summary (max 1 page)

1.5 Objectives (max 1 page)

1.6 Relevance of the action (max 3 pages)

1.7 Description of the action and its effectiveness (max 14 pages)

1.8 Methodology (max 4 pages)

1.9 Duration and indicative action plan for implementing the action

1.10 Sustainability (max 3 pages)

1.11 Logical framework

2. BUDGET FOR THE ACTION

3. EXPECTED SOURCES OF FUNDING

4. EXPERIENCE OF SIMILAR ACTIONS

1. DESCRIPTION

Items 1.1 – 1.3 must be same as the information that you will give on the cover page of the Application Form.

1.1 Title of the project

Give here the exact title of your action, including the acronym, if there is one

1.2 Location(s)

List all locations where you will be implementing your project activities. Specifically for cross border projects you must list country (ies), region(s), town(s) and settlements.

Example :

Serbia /Republic of Serbia/South Bačka County/Municipality of Y Bosnia and Herzegovina/North-Eastern Bosnia and Herzegovina/Municipality of Y

1.3 Cost of the action and amount requested from the Contracting Authority

Example:

Total eligible cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
[EUR/National Currency]	[EUR/National Currency]	%

Total eligible cost of the action

The amount you enter here must be the same that appears in the bottom line of Annex - Budget for the Action (Total eligible costs).

Amount requested

The amount you enter here must be the same that appears in Annex – Expected sources of funding in the line ‘Contracting authority contribution sought in this application’.

Percentage of total eligible cost of action

This percentage must be $\leq 85\%$. If it exceeds 85%, even by decimals, you must either increase the figure for ‘total eligible cost’ or reduce the figure for ‘amount requested’.

1.4. Summary of the project

The summary of the project should not exceed one written page.

Summary of the project should include the following information:

- Duration of the project - give the number of months you foresee for implementing the action;
- Overall/specific objective(s) - the overall and specific objectives you list here in a few lines must be the same you will describe in detail in the following section 1.5 of the Application Form;

- Partners - in this box, enter the name, country and location of all the partners for the action, but not of the applicant or the associates (if any). They must be the same for which you will be requested to provide partner descriptions and signed partnership statements;
- Target groups;
- Final beneficiaries;
- Estimated results.

Main activities - In section 1.7 of the Application Form, you will have 14 pages for a detailed description of the activities foreseen to carry out the proposed action. At this point, just give a short summary of the major ones.

Since at this point you are still at the beginning of the project preparation process you should write the summary when the project proposal is finalized.

1.5. Objectives (max. 1 page)

Here you should address the core problem identified in the Logical Framework Analysis, and define objectives in terms of sustainable benefit for the target groups. Also describe what other developments outside the project must take place so that the overall objective will be achieved.

Please refer to the section related to the Analysis of Objectives.

1.6 Relevance of the action (max. 3 pages)

This is the part of your application where you present in detail findings from your problem and stakeholder analyses.

In this section, describe the relevance of the project to the objectives/priorities of the Cross-Border Programme and the perceived needs and constraints of the sector or geographical area your action addresses. It should also explain how you arrived at the identification of the target group(s) and final beneficiaries.

This is a very important part of your application. In the evaluation, you must reach a total average score of at least 20 points (out of 25) for the section ‘Relevance’; otherwise, the Evaluation Committee will reject the proposal.

This analysis of the current and the pre-project situation should set the background for the action you propose. The need and justification for the action, the description of its effectiveness and the methodology applied must therefore follow logically from it. A major weakness of a number of applications was that the analysis of the relevance of the action appeared to be largely detached from the activities proposed for implementation. In other words, it was not clear why and in what way the action would be (part of) a solution to the – correctly identified - needs and constraints. Avoid this! Wherever possible, try to quantify: What is the size of the group of your final beneficiaries? What is the timeframe in terms of years for expected impacts to show?

1.7 Description of the action and its effectiveness (max 14 pages)

Overall Objective and the Purpose of the Action (max one page)

This complements what you have said under 1.5., but gives you the opportunity to elaborate further on it if you found the space allowed before too limiting. Consider the term ‘Purpose of the Action’ as synonymous with the term ‘Specific Objective(s)’.

Outputs and expected results (max four pages)

While describing the concrete results expected from the action, be specific and quantify wherever possible. Keep in mind that the outputs must be in line with objectively verifiable indicators and sources of verification defined in your Logframe Matrix.

Also, present and describe outputs and expected results in a logical time sequence as they accrue over the duration of the project.

In this section, you must also show that the project is likely to have multiplier effects including the scope for replication and extension of the outcome of the action and dissemination of information. This can include potential for strengthening policies and external communication strategy, production of brochures, website, participation in conferences and workshops, etc.

The proposed activities and their effectiveness (max nine pages)

Use a step-by-step approach for all tasks: activity 1, activity 2 and include the title for each activity. Again, make sure that the activities are presented and described in their logical sequence. Explain in detail who will carry out the activities (applicant, which partners, which associates) where and when they will be carried out, what are the necessary inputs (persons involved, materials,) and link the activities to the outputs you have described above. It is important that this section correspond to the activity schedule plan and allows for crosscheck with the budget.

1.8 Methodology (max 4 pages)

Methodology represents the ‘how’ of project implementation and management. It must be appropriate, practical, and demonstrably conducive to achieving the objectives and expected results - not a ‘scientific’ methodology! This is the part of your application where you will present in detail your partnership, eligibility, and findings from analysis stage.

In particular:

- You will need to describe the management structures you will put into place and how the activities of the different actors will be coordinated, how an adequate information flow is guaranteed, how decision-making processes will be organised;

- The partners' level of involvement and participation in the action must be balanced. It is important that the role of each partner be clearly defined and a participatory approach is demonstrated;
- In addition, you will elaborate on procedures for monitoring and evaluation: That means in particular monitoring of actual versus planned activities (use the Indicators in the Logical Framework Matrix), reporting (internal and to the Contracting Authority) and arrangements for internal and/or external evaluation of project achievements;
- Describe the team proposed for implementation of the project in terms of number, role and status of persons (no names are necessary);
- If the project builds on previous activities, show how it will be ensured that they are integrated into the project design;
- If the project is a part of a larger programme, coordinate with this programme. Describe potential synergies that may be gained from this approach.

1.9 Duration and indicative action plan for implementing the action

- Complete according to the template provided;
- Do not mention actual dates: use 'month 1' as the starting month, then 'month 2';
- Ensure that ALL activities from the description in section 1.7 appear here for the first year; for the following year(s) you may list only the major ones;
- Ensure that activity titles correspond to those in section 1.7;
- Foresee a certain amount of slack in the timetable as a precaution;
- Crosscheck previously identified implementing body for each activity.

1.10 Sustainability (max. 3 pages)

In this section, you will need to list and to explain all the risks and assumptions that you have recognized during the LFA.

In addition, in this section you must show that the action is likely to have a tangible impact on its target group(s) and final beneficiaries and that the expected results are sustainable, i.e. that they will be continued when the grant funding ends.

Distinguish between the financial sustainability (how will the activities be financed after the grant ends?), the institutional sustainability (will structures allowing the activities to continue be in place at the end of the project? Will there

be local ‘ownership’ of project outcomes?) and the sustainability on policy level (what will be the structural impact of the project? Will it lead to improved legislation, codes of conduct, methods etc?).

1.11 Logical Framework

Though it appears in the Application Form at this point, we have dealt with it before for the reasons we have explained. If you have preferred not to follow our advice, read the chapter on the Logical Framework Approach now!

2. BUDGET FOR THE ACTION

Please refer to the section related to the Financial Proposal and fill in worksheet 1.

3. EXPECTED SOURCES OF FUNDING

Please refer to the section related to the Financial Proposal and fill in worksheet 2.

4. EXPERIENCE IN SIMILAR ACTIONS

The intention of this section is to establish your management experience by providing references of similar actions, in which you have participated either as the applicant or as a partner. Please use the provided template, one for each action not exceeding 1 page. You can give as many references as you like, but we suggest you limit yourself to projects that are ongoing or have been completed within the last 3 years.

Location of the action: State all the locations where the action has taken place (countries/regions) and underline the location of the part for which you were directly responsible.

Cost of the action: Give the total cost and in brackets the cost of the part for which you were directly responsible.

Lead manager of partner: State the role of your organisation.

Dates: If the action is still ongoing, state dd/mm/yyyy – present

Objects and results of the action: Show briefly overall objectives and results and then in more detail your organisation’s role, describing in particular management and coordination activities.

12.2.2 II. APPLICANT

This part of the application form consists of the following parts:

II. THE APPLICANT

1. IDENTITY

2. PROFILE

2.1. Category

2.2. Sector(s)

2.3. Target group(s)

3. CAPACITY TO MANAGE AND IMPLEMENT ACTIONS

3.1 Experience by Sector

3.2 Experience by Geographical area

3.3 Resources

4. LIST OF THE MANAGEMENT BOARD/ COMMITTEE OF YOUR ORGANIZATION

EuropeAid ID number	<p>You have to provide this information only if your institution is registered in the European Commission's online PADOR (registration service (accessible through http://ec.europa.eu/europeaid/oneservices/pador))</p> <p>Please note that registration to the PADOR is not compulsory.</p>
Name of the organisation:	<p>It is important that you indicate the full name of the institution. In cases where the applicant is a legal Entity within an institution, indicate the full name of the Entity followed by the full name of the institution, e.g. Faculty of Applied Sciences, University of Sarajevo.</p>

1. IDENTITY

Legal Entity File number	<p>You have to provide this number only in case your institution has already signed a contract with the European Commission.</p> <p>Check the previous contract to find the number.</p>
Abbreviation :	<p>If applicable, provide the abbreviation or the commonly used acronym of your institution.</p>
Registration Number (or equivalent)	<p>This is the number that your institution is registered under for official purposes.</p>
Date of Registration	<p>Indicate here the date on which your institution was first officially registered.</p>
Official address of Registration	<p>This is the legal address under which your institution is registered. It may be different from the postal address.</p>
Country of Registration /Nationality	<p>Do not use acronyms like BIH. Spell out the name of the country in full.</p>
E-mail address of the Organisation	<p>Indicate here a general email address for your institution if there is one.</p>
Telephone number: Country code + city code + number	<p>Indicate here a general telephone number for your institution if there is one.</p>
Fax number: Country code + city code + number	<p>Indicate here a general fax number for your institution if there is one.</p>
Website of the Organisation	<p>If applicable, indicate the link to the website of your institution for information purposes.</p>

2. PROFILE

This section is aimed at identifying the nature of your institution, the sector in which it is active, and the related target groups. You will need to fill in different tables with multiple choices.

2.1 Category

Please note that only one choice can be made.

2.2 Sector(s)

Here, you can tick off as many boxes as judged relevant and appropriate.

2.3 Target Group(s)

Again, you can tick off as many boxes as judged relevant and appropriate. ‘Target group(s)’ should be understood to include both immediate (direct) and final (indirect) ones.

3. CAPACITY TO MANAGE AND IMPLEMENT ACTIONS

In this section, you will need to complete different multiple choices tables regarding:

3.1 Experience by Sector

The sector you have experience in - complete as many rows as you have ticked boxes in table 2.2.

- Years of experience

Number of Projects - give an estimate of the number of projects your institution as a whole has carried out over the period you have described in the ‘Years of Experience’ box.

Finally, in the last box (Estimated Amount) try to put a value – expressed in ‘000 € –to the total number of projects you have defined in the previous box.

3.2 Experience by Geographical area

In this table, you have to translate the information given in table 3.1 into geographical terms. If all your experience is in your own country, then you have to fill in only one row and the information you give in the boxes ‘Year(s) of Experience’, ‘Number of Projects’ and ‘Estimated Amount’ is the same you have given in the corresponding boxes of table 3.1. If your experience is in several countries or geographical areas then you must fill one row for each and break down the information given in 3.1 regarding ‘Number of Projects’ and ‘Estimated Amount’ between these countries or areas to note that the ‘Years of Experience’ you indicate will not necessarily be the same for different countries or areas.

3.3 Resources

Financial data

Here you are requested to provide certain financial information. Depending on the legal status of your institution, this information may be available in different or only equivalent form.

Financing Source(s):

Indicate sources of funding for your institution for the last 3 years.

Number of Staff:

Please note that you are requested to express the number of staff of your institution in full-time equivalents. If, for example, you have 20 staff members working for 50% of their time, this would convert into 10 full-time equivalent staff members.

4. LIST OF THE MANAGEMENT BOARD/COMMITTEE OF YOUR ORGANIZATION

List here the members of the supreme decision-making body responsible for your institution (or, if you are applying as a legal entity within an institution, for that entity).

You do not have to list members of secondary bodies.

12.2.3 III. PARTNERS OF THE APPLICANT PARTICIPATING IN THE ACTION

This part of the application form consist following parts:

1. Description of partners
2. Partnership statement

1. DESRIPTION OF PARTNERS

This section here is similar as the section on Applicants Identity. The only additional part is on the history of cooperation with the applicant if applicable and role and involvement in implementing proposed action. The description given here must correspond to the one given in section I of the Application Form (The Action).

2. PARTNERSHIP STATEMENT

This statement must be filled in and signed by each of the partners. It is a very important document as it is the formal proof of the existence of partnership. The

signature on the partnership statement must be that of a person authorised to legally represent the institution. The application must contain the statements of all partners, preferably bearing an original signature. Assembling the partnership statements should therefore be one of the very first activities to be undertaken once the partnership has been agreed, since experience shows that it may take considerable time to obtain them all.

12.2.4 IV. ASSOCIATES OF THE APPLICANT PARTICIPATING IN THE ACTION

Associates play a real role in the action but may not receive funding from the grant with the exception of per diem or travel costs. Conversely, they may make a financial contribution to the project that will be included in the own contribution.

12.2.5 V. CHECKLIST

Having completed sections II (The Applicant) and III (Partners of the Applicant) you already have all the information you need to fill in the first table of the Checklist. Make sure that all the partners appear in the table. The second table allows you to check once whether your application includes all essential elements, before you pack and dispatch it. Tick the boxes in the right-hand columns - they must all be 'yes'!

12.2.6 VI. DECLARATION BY THE APPLICANT

This declaration must be signed by the person authorised to do so on behalf of the applicant (i.e. the lead partner). It must be included in the application as an original – no fax copies will be accepted. Please read the declaration carefully.

12.2.7 VII. ASSESSMENT GRID

This page is added for your information only; do not tick any of the boxes. It will be completed by the Contracting Authority as the evaluation of proposals proceeds and according to the decisions of the Evaluation Committee. It shows you the different steps of the evaluation process, which is explained in detail in the following chapter.

13 THE LAST STEPS

BINDING YOUR PROPOSAL...

All elements of the proposal should be put together in the precise sequence of the Application Form and bound in an A4-size binder.

But:

- The Checklist (section V of the Application Form) and
- The Declaration by the Applicant (section VI of the Application Form) must be stapled and enclosed separately in the envelope.

Please follow this rule strictly. Non-compliance does not necessarily have to lead to the rejection of your proposal, but it will complicate the administrative check and the following steps of the evaluation process. Above all, it will raise doubts as to your management capabilities and the evaluation of your proposal starts with a burden. Avoid this!

...AND SENDING IT! (DOUBLE CHECK THE CfP!)

What to send:

- 1 original and 3 copies of the paper version of your proposal separately bound;
- An electronic version - It must contain exactly the same information as the paper copy and can be provided in the form of a floppy disc or CD-Rom;
- Three components of the application (Application Form, Budget and Logical Framework) must be submitted in a separate and unique electronic file;
- Please provide the Concept Note as a separate file, but otherwise do not split the Application Form;
- Please use Word and Excel formats - if you wish, you can add a second electronic PDF copy. If you submit more than one proposal, each one must be sent separately and conform to the above instructions.

14 THE EVALUATION PROCESS

The evaluation process consists of a series of successive steps; each undertaken only after the previous one has been completed. These steps are:



Receipt and registration of proposals

Upon receipt, proposals will be registered and for those delivered by hand a receipt will be issued. The envelopes remain sealed and in a safe place until the opening session.

Opening session and administrative check

All proposals received will be opened in an opening session at which the registration details will be checked and the proposals numbered. Proposals not submitted before the specified deadline (as evidenced by the postmark or the date of the deposit slip) will be disqualified at this time. Proposals that have been submitted within the deadline are then subject to an administrative check, which assesses whether they satisfy all the criteria mentioned in the checklist shown in section V of the Application Form.

Incomplete proposals will be disqualified from further evaluation process. However, if only minor inconsistencies are found, the Evaluation Committee may decide to invite the applicant to submit a clarification within a fixed deadline. Following the opening session and the administrative check, the Evaluation Committee meets to decide on any contentious case and signs the Proposal Opening Session and Administrative Check report. A standard letter will then be sent to all applicants informing them whether their application was found to be submitted within the deadline, whether it has satisfied all the criteria mentioned in the checklist and whether their concept note has been recommended for further evaluation. The letter will also inform applicants of the reference number allocated to their proposal that must be used in all further correspondence.

Evaluation of the Concept Note

In the next phase of the evaluation process, the concept notes of applications submitted before the deadline and having satisfied the administrative criteria will undergo an evaluation of the relevance of the action, its effectiveness, as well as of its feasibility and sustainability based on the evaluation grid shown in the Guidelines for Applicants. The overall assessment is based on the scores obtained under each subheading, added up by heading. The final score is the arithmetical average of the scores given by the two assessors.

The secretary of the Evaluation Committee will then prepare a list of all evaluated concept notes, ranked by score. At a first step, only the concept notes, which have been given a score of at least 12 points in the category 'Relevance' as well as a minimum total score of 30 points will be considered for pre-selection.

A standard letter will then be sent to the applicants, whose concept notes have been evaluated, informing them whether their full applications will be evaluated in the next step of the evaluation process or not. For those applications that will not pass to the next phase, the letter will include the scores attributed to each section and subsection of the concept note.

Evaluation of the Full Application Form

The quality of the full application forms will be assessed based on the evaluation grid shown in the Guidelines for Applicants, containing the selection and award criteria. Comments are made for each heading based on the questions and criteria used for that heading and, in particular cases, for specific subheadings. The overall assessment is based on the scores obtained under each subheading, added up by heading. The final score is the arithmetical average of the scores given by the two assessors.

Applications not having reached the minimum average score of 20 (out of 25) in the 'Relevance' section will be excluded at this point. The Secretary of the Evaluation Committee will then prepare a list of all the proposals, ranked by score. A standard letter will be sent to the applicants, stating whether or not their proposal has been provisionally selected according to its score, and inviting those whose proposals have been provisionally selected to supply the supporting documents listed in the Guidelines for Applicants.

The Committee will furthermore draw up a reserve list comprising a limited number of proposals having obtained the best scores after those selected for financing. The proposals included in that list are likely to receive a grant if funds become available under the Call for Proposals (decrease of the eligible costs of the selected proposals, impossibility to sign a contract with a selected applicant, etc). These applicants will also be invited to supply the supporting documents listed in the Guidelines for Applicants.

Verification of eligibility

This assessment will be carried out using the Declaration by the Applicant shown in section VI of the grant Application Form and the criteria set out in the Guidelines for Applicants.

Is the Declaration by the Applicant in conformity with the supporting documents requested?

Any missing supporting document or any incoherence between the Declaration and the supporting documents will lead to the rejection of the proposal on that sole basis.

Eligibility: are the applicant, the partners and action eligible?

Even though the verification of eligibility is foreseen to be carried out only for the provisionally selected applicants at the end of the evaluation process, the Evaluation Committee may decide to verify this point at any previous step of the procedure. Taking into account Good Administrative Practices, the Evaluation Committee can exclude an applicant at any stage of the evaluation process whenever it is obvious that the latter does not meet the eligibility criteria.

The Secretary of the Evaluation Committee will draw up a list containing the proposals that are found to be ineligible. For each entry on the list, the grounds for ineligibility must be identified.

Conclusions of the Evaluation Committee

The Evaluation Committee will ultimately draw up a list of the proposals selected for financing. This list is made up of the proposals obtaining the best scores, ranked by order, within the limits of the funds available under the Call for Proposals.

However,

The Committee may not allocate all the available funds if it finds that there are too few proposals of the quality required to receive a grant.

The Committee may reject a proposal if it has selected another, which is of a similar nature but has been awarded a higher score.

If several proposals submitted by the same applicant are selected for financing, but the applicant is judged not to have the financial and operational capacity required to implement the actions all together, the Committee may reject the proposal(s) which has (have) been awarded a lower score, and select the proposal(s) that the applicant has the capacity to implement.

The final Evaluation Report, covering the eligibility verification, is drawn up following the final meeting of the Evaluation Committee. It comprises the evaluation grids, the minutes of the evaluation sessions and will be signed by all members of the Evaluation Committee. Once the approvals have been given, the Contracting Authority will commence awarding the grants. The award decision contains the subject and overall amount of the decision, the approved evaluation report and, where appropriate, the grounds for the decision by the Contracting Authority to depart from the recommendations made by the Evaluation Committee in the report in respect of a particular proposal. The entire procedure, from the drawing-up of the Call for Proposals to the selection of successful applicants, is confidential. The Evaluation Committee's decisions are collective and its deliberations must remain secret.

15 A FINAL WORD

Now, if you have followed all of the above, you are on a good way of having a competitive proposal. We wish you luck as well, as there is no harm having it!

Finally and once again, this manual may differ from some CfPs and if this happens, the CfP and its requirements prevail so make sure you read it well and always double check!

16 SOURCES AND USEFULL LINKS

1. Manual and developing Cross-Border projects in line with Neighbourhood Programme Slovenia-Hungary-Croatia 2004-2006, National Agency for Regional Development, Slovenia, November 2005
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3. Project Cycle Management, Integrated Approach and Logical Framework, Manual, Commission of the European Communities: February 1993
4. Guidelines for Application of LFA in PCM, SIDA, March 1996
5. Practical Guide to NGOs Project preparation and Management, Office of the Minister of State for Administrative Reform, Republic of Lebanon, March 2006
6. The Project Cycle Management, Presentation by George Kostaras, National Technical University of Athens, February 2004
7. IPA Rules and Procedures, available at:
 - http://ec.europa.eu/europeaid/tender/gestion/final_annexe_en.pdf
8. Practical Guide to Contract Procedures for EC External Actions' (PRAG), available at
 - http://ec.europa.eu/europeaid/tender/practical_guide_2006/documents/new_prag_en_final.pdf
9. European Commission
 - http://ec.europa.eu/index_en.htm
10. Ministry of European Integration, Republic of Albania
 - <http://www.mie.gov.al/>
11. Directorate of European Integration, Bosnia and Herzegovina,
 - <http://www.dei.gov.ba/>
12. Ministry of Regional Development, Forestry and Water Management, Republic of Croatia
 - <http://www.mrrsvg.ba/>
13. Secretariat for European Integration, Montenegro
 - <http://www.vlada.cg.yu/eng/sei/>
14. Ministry of Finance, Republic of Serbia
 - <http://www.mfin.sr.gov.yu/>
15. ISDAKON
 - <http://www.evropa.sr.gov.yu/Evropa/PublicSite/index.aspx>

17 DISCLAIMER

This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of the project contractor, BDPA, and can in no way be taken to reflect views of the European Union.

Activities	In the context of the Logframe Matrix, these are the actions (tasks) that have to be taken to produce results.
Activity Schedule	A Gantt chart, a graphic representation similar to a bar chart, setting out the timing, sequence and duration of project Activities. It can also be used to identify milestones for monitoring progress, and to assign responsibility for achievement of milestones.
Analysis of Objectives	Identification and verification of future desired benefits to which the beneficiaries and target groups attach priority. The product of an analysis of objectives is the objective tree/hierarchy of objectives.
Analysis of Strategies	Critical assessment of the alternative ways of achieving objectives, and selection of a set of 'feasible' objective clusters for inclusion in the proposed project.
Assumptions	External factors which could affect the progress or success of the project, but over which the project manager has no direct control. They form the 4th column of the Logframe, and are formulated in a positive way, e.g.: 'Reform of penal procedures successfully implemented.' If formulated as negative statements, assumptions become 'risks'.
Beneficiaries	Those who benefit in whatever way from the implementation of the project. Distinction may be made between: (a) Target group(s): the group/entity who will be immediately positively affected by the project at the Project Purpose level; (b) Final beneficiaries: those who benefit from the project in the long term at the level of the society or sector at large, e.g. 'children' due to increased spending on health and education, or 'consumers' due to improved agricultural production and marketing.
Commission	The European Commission.
Contractor	The public or private organisation, consortium or individual with whom the contracting authority enters into a contract. The firm, individual or consortium to which a contract is awarded.

Impact	The effect of the project on its wider environment, and its contribution to the wider sector objectives summarised in the project's Overall Objective and on the achievement of the overarching policy objectives of the EC.
Intervention Logic	The strategy underlying the project. It is the narrative description of the project at each of the four levels of the 'hierarchy of objectives' used in the Logframe.
Logframe	The matrix in which a project's Intervention Logic, Assumptions, Objectively Verifiable Indicators and Sources of Verification are presented.
Logical Framework Approach (LFA).	A methodology for planning, managing and evaluating programmes and projects, involving stakeholder analysis, problem analysis, analysis of objectives, analysis of strategies, preparation of the Logframe matrix and Activity and Resource Schedules
Milestones	A type of OVI providing indications for short and medium-term objectives (usually Activities), which facilitate measurement of achievements throughout a project rather than just at the end. They also indicate times when decisions should be made or action should be finished.
Objective	In its generic sense, it refers to Activities, Results, Project Purpose and Overall Objective.
Objective Tree	A diagrammatic representation of the situation in the future once problems have been remedied, following a problem analysis, and showing a means to ends relationship.
Objectively Verifiable Indicators (OVI)	Measurable indicators that will show whether objectives have been achieved at the three highest levels of the logframe. OVIs provide the basis for designing an appropriate monitoring system.

Overall Objective	The Overall Objective explains why the project is important to society, in terms of the longer-term benefits to final beneficiaries and the wider benefits to other groups. They also help to show how the project/programme fits into the regional/sector policies of the government/organisations concerned and of the EC, as well as into the overarching policy objectives of EC co-operation.
Pre-conditions	Conditions that have to be met before the project can commence, i.e. start with Activities. Pre-conditions (if any) are attached to the provision of aid.
Problem Analysis	A structured investigation of the negative aspects of a situation in order to establish causes and their effects.
Problem Tree	A diagrammatic representation of a negative situation, showing a cause - effect relationship.
Relevance	The appropriateness of project objectives to the real problems, needs and priorities of the intended target groups and beneficiaries that the project is supposed to address, and to the physical and policy environment within which it operates.
Results	In the EC's Logframe Matrix hierarchy of objectives, Results are the tangible products/services delivered as a consequence of implementing a set of Activities. The hierarchy of objectives used by some other donors (and indeed within the context of some EC programmes) refer to these results as 'Outputs'.
Risks	See also 'Assumptions'. Risk is the probability that an event or action may adversely affect the achievement of project objectives or activities. Risks are composed of factors internal and external to the project, although focus is generally given to those factors outside project management's direct control.
Sources of Verification	They form the third column of the logframe and indicate where and in what form information on the achievement of the Overall Objective, the Project Purpose(s) and the Results can be found (described by the Objectively Verifiable Indicators). They should include summary details of the method of collection, who is responsible and how often the information should be collected and reported

Stakeholder Analysis	Stakeholder analysis involves the identification of all stakeholder groups likely to be affected (either positively or negatively) by the proposed intervention, the identification and analysis of their interests, problems, potentials, etc. The conclusions of this analysis are then integrated into the project design.
Stakeholders	Any individuals, groups of people, institutions or firms that may have a relationship with the project/programme are defined as stakeholders. They may – directly or indirectly, positively or negatively – affect or be affected by the process and the outcomes of projects or programmes. Usually, different sub-groups have to be considered.
Sustainability	The likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Key factors that affect the likelihood of sustainability include: (i) ownership by beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equity; (vii) institutional management capacity; and (viii) economic and financial viability.
SWOT Analysis	Analysis of an organisation's S trengths and W eaknesses, and the O pportunities and T hreats that it faces. A tool that can be used during all phases of the project cycle.
Target Group(s)	The group/entity that will be positively affected by the project at the Project Purpose level.

