

# Micah Network Standard Proposal Guidelines

Micah Network member agencies  
worked together to prepare this draft.  
**Version date: August 2006**



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# 1. Introduction

- 1.1 Background**—These Standard Proposal Guidelines have been jointly developed by a group of Implementing Partners and Supporting Partners within the Micah Network, over an 18 month period. The process started following a “strategic consultation” on partnership at which Supporting Partners heard the concerns from Implementing Partners about the administrative burden caused by differing proposal and reporting requirements. Two regional working groups of Implementing Partners (in Asia and Africa) and a working group of Supporting Partners were established to participate in the process and to develop the draft documents.
- 1.2 Application procedures**—Supporting partners who have adopted these Guidelines will continue to follow their own application procedures. Please refer to these in Annexure 1 prior to submitting the proposal for details. Each supporting partner has their own priorities and strategies in place and will need to assess the proposal in the context of those priorities and strategies. It is suggested that Implementing Partners contact the relevant Supporting Partner for details of country strategies and sectoral priorities prior to submitting a proposal.
- 1.3 Additional requirements**—These Standard Proposal Guidelines and the underlying proposal format are expected to cover most, and in some cases all that the Supporting Partner needs to know to decide on funding. Where the Supporting Partner has additional requirements they will give details and guidelines in Annexure 2.
- 1.4 Simplified proposal format**—Some supporting partners may allow a simplified version of the proposal format to be submitted in certain circumstances as detailed in Annexure 1. The format for Simplified Proposals is as given in Annexure 3.
- 1.5 Questions not applicable**—Some questions may not be relevant to the context in which the Implementing Partner is working. Please mention this in the relevant section of the proposal, explaining why the question(s) do not apply.
- 1.6 Glossary**—A Glossary section explaining the meaning of key terms can be found on page 17. References to “Supporting Partner” should be interpreted as the organisation from whom assistance is requested for the project/programme, and references to “Implementing Partner” should be interpreted as the organisation applying for such assistance.
- 1.7 Example proposal**— A “good practice” example of a Standard Proposal is set out in Annexure 5.
- 1.8 Comments or suggestions**—If you would like to make comments on these Guidelines, please send them to your Supporting Partner and to the following address:

**Micah Network International Secretariat**  
E-mail: [ic@micahnetwork.org](mailto:ic@micahnetwork.org)  
Fax: + 613 9877 7944  
Post: PO Box 164, Blackburn Victoria, Australia

## 2. The Format for Narrative Proposals

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

**The Proposal must be no longer than 20 sides of A4 including logframe and budget (but excluding other appendices). The font size should be no less than Arial Narrow 12 point.**

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

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

1. The project/programme title and the Supporting Partner project/programme reference number (if applicable).
2. The name of the Implementing Partner requesting funding.
3. Please provide a single paragraph description of the project/programme (maximum 100 words).
4. The name, role, office address, phone, fax and e-mail of the Implementing Partner contact person and the website of the Implementing Partner (if any).
5. The name, designation and role of the person approving the proposal for the Implementing Partner. This person must be duly authorised by the Implementing Partner<sup>2</sup>.
6. The planned start date of the project/programme and its duration and the proposed annual reporting date.
7. The start date of the Implementing Partner’s financial year.
8. The location of the project/programme area. (Name of district / city / town / region); a map showing the location can be annexed.
9. The name(s) of any other implementing partner(s) who will be involved in the project/programme with the Implementing Partner.
10. The name(s) of any other supporting partner(s) or institutional donor(s) who have committed to, or been approached to provide financial or other support to the Implementing Partner for this project/programme.
11. The overall budget of the project/programme and the amount in local currency that the Implementing Partner is requesting from the Supporting Partner, with details of other contributions as set out in the table below. If the application is for project/programme funding for more than one year, please indicate the amount requested for each year, up to a maximum of three years.

1. In developing the proposal, you may find it helpful to refer to the growing body of international standards and good practices applying in our sector, some of which are referred to in Annexure 4.

2. In the case of any doubt, the Supporting Partner may ask for evidence of the authority.

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

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

## Section B **Information about the Project/Programme Context (maximum two pages)**

Please answer questions about the area/context in which the project/programme will be implemented:

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

## Section C **Project/Programme Design**

Please answer these questions about the focus of the project/programme.

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

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

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

4. What specific groups in the local community will benefit through the project/programme? Please state both the number of people benefiting directly and indirectly from the project/programme and specifying men, women, boys and girls.

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

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

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

8. What skills and resources will the local community bring to the project/programme? How will the local community (both men and women) be involved in the design and implementation of the project/programme?
9. How will other stakeholders (the local church, government, NGOs, businesses etc.) be involved in the project/programme? How will the project/programme be coordinated with government activities in the area?
10. How will the project/programme be coordinated with other development projects/programmes and development organisations in the identified area?
11. Identify the Project Affected Persons (i.e., those people who may be negatively affected by the project/programme or PAPs). Do these PAPs need to be compensated? If so, what mitigation measures are proposed?

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

In this section, please answer questions about the longer-term sustainability of the project/programme, and how the Implementing Partner will ensure that the benefits of the project/programme will continue after funding for the project/programme has finished.

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

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

A Logical Framework Matrix is required explaining the linkage between activities, outputs and purposes of the project/programme for the full implementation period covered under this proposal (that is, up to three years). A suggested format is as specified in Part 3 but the Implementing Partner may use an alternative layout if preferred and agreed with the Supporting Partner.

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

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

1. Explain why the Implementing Partner considers the project/programme approach or methodology to be the most effective way of addressing the problem(s). What other approaches were considered and why were these rejected?
2. What lessons related to this project/programme have been applied from past experience? Has the project/programme or its predecessor been recently evaluated? If so, include the executive summary and recommendations in the appendices together with an explanation of how these recommendations have influenced or been applied to the current design.
3. Where relevant, describe how the design of the project/programme addresses the following:
  - **Gender issues** and the differences in status of women and men. In particular how will the project/programme create new opportunities for women to expand their roles in decision making and in the social and economic life of the community? How will the project/programme enable women to improve their status in the community?
  - **The special needs of children.** How have the special physical and psychological rights and needs of children been taken account of in the project/programme design? How are children protected from neglect, exploitation and other abuse?
  - **People with impairment and/or disabilities.** How have the rights and special needs of people with impairment and/or disabilities been taken into account in the project/programme design?
  - **Conflict.** If the project/programme is in a conflict context, how will the project/programme avoid inflaming the conflict? Will the project/programme contribute to mediation, consensus building and peace-building?
  - **People affected and infected by HIV.** How have the rights and special needs of people living with HIV been taken into account in the project/programme design?
  - **Environmental sustainability.** How will the project/programme impact on the local environment? Where applicable, what steps will be taken to assist environmental restoration and enhance environmental sustainability in the project/programme area?
  - **Vulnerability to Disasters.** How will the project/programme reduce the vulnerability of the community to disaster events?

## Section F **Project/Programme Management** (maximum one page)

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

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

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

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

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

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

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

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

### 3. The Format for Logical Framework Matrix

(Maximum three pages)

#### 3.1

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

| Objectives   | Objectively Verifiable Indicators (OVIs)  | Means of Verification (MoVs)   | Risks or Assumptions   |
|--|---|--|--|
| <b>Goal</b>  |   |  |  |
| <ul style="list-style-type: none"> <li>What is the overall issue or problem addressed by this project/ programme?</li> </ul>   | <ul style="list-style-type: none"> <li>What will indicate whether the goal has been achieved?</li> </ul>    | <ul style="list-style-type: none"> <li>What evidence will be used for the goal level OVIs?</li> </ul>    | <ul style="list-style-type: none"> <li>What external factors are needed for the long-term sustainability of the project/programme?</li> <li>What risks could adversely affect achievement of the goal?</li> </ul>  |
| <b>Purpose(s)</b>  |   |  |  |
| <ul style="list-style-type: none"> <li>What is the specific change or changes that the Implementing Partner expects to take place as a result of the project/programme? (In most cases not more than 3-4).</li> <li>The purposes should be specified in terms of quality and quantity (what change will take place), location (where the change will take place), and timing (when the change will take place).</li> </ul> | <ul style="list-style-type: none"> <li>What will indicate whether the purpose has been achieved?</li> </ul> | <ul style="list-style-type: none"> <li>What evidence will be used for the purpose level OVIs?</li> </ul> | <ul style="list-style-type: none"> <li>What external factors are needed for achievement of the project/programme's purposes to contribute to solving the original problem / need; i.e. the goal?</li> <li>What risks could adversely affect achievement of the purpose/outcome?</li> </ul> |

| Objectives  | Objectively Verifiable Indicators (OVIs)  | Means of Verification (MoVs)  | Risks or Assumptions  |
|---|---|---|---|
| <b>Outputs</b>  |   |   |   |
| <ul style="list-style-type: none"> <li>• What are the products that project/programme activities will generate during the lifetime of the project/programme?</li> <li>• The outputs should contribute to the achievement of the project/programme's purpose(s). They may be thought of as visible markers or milestones which show that you have carried out the activities (see below) successfully.</li> <li>• Each output should be clearly related to the project/programme's purposes.</li> <li>• Each output should be specified in terms of quality (what will be delivered), quantity (how much will be delivered), location (where it will be delivered), and timing (when it will be delivered).</li> </ul> | <ul style="list-style-type: none"> <li>• What will indicate whether the outputs have been delivered?</li> </ul> | <ul style="list-style-type: none"> <li>• What evidence will be used for the output level OVIs?</li> </ul> | <ul style="list-style-type: none"> <li>• What external factors are needed for production of the project/programme's outputs to lead to achievement of the project/programme's purposes?</li> <li>• What risks could adversely affect achievement of the outputs?</li> </ul> |

| Objectives  | Objectively Verifiable Indicators (OVIs)  | Means of Verification (MoVs) | Risks or Assumptions  |
|---|---|------------------------------|---|
| <b>Activities</b>   |   |                              |   |
| <ul style="list-style-type: none"> <li>• What are the main activities which the Implementing Partner will carry out during the lifetime of the project/programme? The activities are the things the Implementing Partner will do in order to deliver the outputs.</li> <li>• Each activity should be clearly related to at least one of the outputs.</li> <li>• Each main activity should be specified in terms of what will be done, who will be involved, where it will be done, and when it will be done.</li> </ul> | <ul style="list-style-type: none"> <li>• What inputs (e.g. staff, transport, materials, finance) are needed to carry out the activities?</li> </ul> |                              | <ul style="list-style-type: none"> <li>• What external factors are needed for completion of the project/programme's activities to lead to achievement of the outputs</li> </ul> |
|   |   |                              | <p><b>Preconditions</b></p> <ul style="list-style-type: none"> <li>• What external factors are needed before the project/programme can start?</li> </ul>                        |

## 4. The Format for Project/Programme Budgets

(Maximum three pages)

**4.1** A detailed project/programme budget goes together with the full project/programme proposal. The **purpose** of the Project/programme Budget is:

- a) to help the Supporting Partner allocate the requested funds from the resources available to it.
- b) to provide a working plan against which the financial progress of the project/programme can be measured.

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

The budget documents should include:

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

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

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

### Costs

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

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

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

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

- 4.6** Inflation may be included as a separate item for years 2 and 3 in the initial Budget Summary submission and even during year 1 in exceptional cases, but for all cases the calculation must be explained.
- 4.7** After approval, no more than 10% of the concerned budget heading can be moved from one budget heading to another unless the amount involved is less than US \$ 500. Movements of more than 10% must be negotiated with the Supporting Partner. The Supporting Partner must be consulted before moving any funds to capital cost budget lines.

### Guidance Notes on Operational/Programme Costs

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

### Direct Costs

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

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

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

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

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

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

## Indirect Costs

**Administration costs:** You may claim a contribution towards the administrative running costs of the Implementing Partner (central management and administration salaries, office supplies, telecommunications, office rent and utilities, audit and Board expenses, depreciation of capital assets etc). This is normally restricted to 10% of the total Direct Operational/Programme Costs of the project/programme.

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

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

## Guidance Notes on Capital Costs

### 4.9

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

**Vehicles / Project/programme Equipment:** Please provide evidence that these items:

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

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

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

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

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

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

### Unacceptable Costs

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

### Income

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

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

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

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

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

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

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

### First year’s Budget and Budget Summary

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

| <b>Operational/Programme Costs</b>                         | <b>Units</b> | <b>Unit cost</b> | <b>No of units</b> | <b>Total</b> | <b>Notes and explanations</b> |
|--|--------------|------------------|--------------------|--------------|-------------------------------|
| Direct costs   |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
| Indirect Costs   |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
| <b>Total Operational/ Programme Costs</b>                  |              |                  |                    |              |                               |
| Capital Costs  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
|  |              |                  |                    |              |                               |
| <b>Total Capital Costs</b>                                 |              |                  |                    |              |                               |
| <b>Grand Total Costs (Operational/Programme + Capital)</b> |              |                  |                    |              |                               |

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

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

|  | Year 1     |                                | Year 2     |                                | Year 3     |                                |
|--|------------|--------------------------------|------------|--------------------------------|------------|--------------------------------|
| Capital Costs  | Total cost | Amount from Supporting Partner | Total cost | Amount from Supporting Partner | Total cost | Amount from Supporting Partner |
|  |            |                                |            |                                |            |                                |
|  |            |                                |            |                                |            |                                |
|  |            |                                |            |                                |            |                                |
|  |            |                                |            |                                |            |                                |
| <b>Total Capital Costs</b>                                 |            |                                |            |                                |            |                                |
| <b>Grand Total Costs (Operational/Programme + Capital)</b> |            |                                |            |                                |            |                                |

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

## 5. Bank Details

(Maximum one half page)

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

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

## 6. Glossary

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

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

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

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

**goal** means the wider development objective—the ultimate result toward which the project/programme is contributing.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Annexure 1: Supporting Partner's Application Procedures**

[Each Supporting Partner to insert relevant text here, detailing how implementing partners can apply for financial support for their projects/programmes].

## **Annexure 2: Additional Requirements**

[Each Supporting Partner to insert any requirements in addition to or varying the content of the Micah Network Standard Proposal Guidelines].

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

(Maximum 8 pages)

## Section A

### Basic Information

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

## Section B

### Problem /issue to be addressed

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

## Section C

### Project/Programme Overview

1. What specific groups in the local community will benefit through the project/programme? Please state both the number of people benefiting directly and indirectly from the project/programme and specifying men, women, boys and girls.
2. How will the local community (both men and women) be involved in the design and implementation of the project/programme?
3. How will other stakeholders (the local church, government, NGOs, businesses etc.) be involved in the project/programme?

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

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

## Section D **Reduced Format Logical Framework Matrix**

Please provide a logical framework for the project/programme. The Supporting Partner requests that the Implementing Partner use the following format:

| Objectives  | Indicators  |
|---|---|
| <p><b>Goal</b></p> <ul style="list-style-type: none"> <li>• What is the overall issue or problem addressed by this project/programme?</li> </ul>  |   |
| <p><b>Purpose(s)</b></p> <ul style="list-style-type: none"> <li>• What is the specific change or changes that the Implementing Partner expects to take place as a result of the project/programme?</li> <li>• The purpose(s) should be specified in terms of quality and quantity (what change will take place), location (where the change will take place), and timing (when the change will take place).</li> </ul>                                      | <ul style="list-style-type: none"> <li>• What will indicate whether the purpose(s) have been achieved?</li> </ul> |
| <p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• What are the products that project/programme activities will generate during the lifetime of the project/programme.</li> <li>• The outputs should contribute to the achievement of the project/programme's purpose(s). They may be thought of as visible markers or milestones which show that the Implementing Partner have carried out the activities (see below) successfully.</li> </ul> | <ul style="list-style-type: none"> <li>• What will indicate whether the outputs have been achieved?</li> </ul>    |

|  |  |
|--|--|
| <p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• What are the main activities which the Implementing Partner will carry out during the lifetime of the project/programme? The activities are the things the Implementing Partner will do in order to deliver the outputs.</li> <li>• Each activity should be clearly related to at least one of the outputs.</li> </ul> |  |
|--|--|

## Section E

**Financial summary**

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

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

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

## **Annexure 4: International Standards**

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

## **Annexure 5: Example of Good Practice Proposal**

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