

Guideline for Drafting Project Proposals

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The guideline is prepared as a response to the needs of participants of the training on drafting project proposals, and views expressed in this material belong exclusively to author.

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List of abbreviations and terminology

Abbreviations	
IPD	Industrial Policy Division
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MTI	Ministry of Trade and Industry
Terminology¹	
Baseline	The situation before implementation of the project based on accurate and credible data.
Indicator	Indicator which enables the verification of changes derived as a result of the project. The indicator should be measureable and related to the 'baseline'.
LogFrame	The LogFrame provides information on how to achieve the aimed outcomes, their costs and responsibilities for implementation of the activities.
Outcomes	The outcomes achieved through specific indicator. Here should not be included outcomes which are not related to the respective indicator but the 'external' outcomes that assisted in fulfilling the indicator can be reported as such.
Targets	Targets aimed to be achieved as a result of the project. Targets shall be well defined (e.g. by gender, age, ethnicity, business size, etc.) and easily measurable.

¹ In this guideline are used some terms in English language, translation of which in Albanian language should not entirely reflect the intended meaning.

1. Identification of the project's idea and drafting of the project proposal

The project proposal is a document which presents the necessary activities to resolve an issue or a specific problem. This document is mainly prepared to address donors for financial support and for this reason this document is drafted to serve as a guideline in compiling project proposals to request financial assistance from donors. The project proposal shall be clearly written and should be specific by explaining the problem to be addressed, outcomes expected to be achieved, means that will be used, duration of the project, persons responsible and supportive in implementing the project, as well as the necessary budget to meet the aimed outcomes.

Identification of the idea for the project proposal is the starting point of preparing the project proposal. Identification of idea requires analysis of the current situation, reviewing of strategic documents in the field to which the project proposal applies, assessment if the aimed goal of the project is in compliance with the identified needs, priorities and reasoning, including research of the current projects or those implemented before in the same field of action, as well as requires research of active donors in the project's targeted field.

In the phase of identification of the idea, it is necessary to discuss the idea with the stakeholders and targeted beneficiaries. These, as stakeholders and target groups have important information regarding the challenges and problems in their field of action and they are well informed if the specific challenges and problems can be resolved.

In order to draft the project proposal, especially important is studying of the strategic objectives of potential donors. This is carried out by studying the strategic documents of the donors, by identifying their field of action (regional, sectoral, supported target groups, size of the projects they support, type of the projects, etc.). In addition, from the beginning there is a need to be acquainted with assessment criteria that donors apply during the assessment of project proposals, because this helps in drafting the project proposal, components that should be justified more, what activities can be included and other important elements in order to prepare a high-quality project proposal.

2. Structure of the project proposal

Although there is no universal format for drafting project proposals, there are some parts which regardless of the order are required to be presented by the donors and other potential project funders, which are provided below:

- i. Executive summary
- ii. Description of the institution
- iii. Project background
- iv. Description of the problem
- v. Project objective and outcomes
- vi. Proposed methodology and risk management
- vii. Budget
- viii. Monitoring and assessment
- ix. Sustainability
- x. Annexes

Below are presented the basic guidelines for drafting each of the abovementioned components.

2.1 Executive summary

This is a component that is prepared in the end, but it is the first component that is reviewed by the potential funder. The executive summary is a summary of the following points: project objective and the explanation of the current situation in relation to the context that is being addressed, intervention proposal, venue, time and specific purpose of intervention, targeted group of beneficiaries, partners with whom the project shall be implemented and the timeframe of the project implementation. This component must be brief and very specific, because in many cases, precisely based on the information provided in the executive summary, the potential funder will decide whether to read the whole document.

2.2 Description of the institution

It is of special importance for the funder of the project to be well informed regarding the institution seeking support. The description of the institution in the project proposal is important to show the credibility and the image of the institution in the field of action that is related to the project proposal. This component should not be extensive, instead it should contain the main information for the applying institution emphasizing: the mandate of institution, brief background with emphasis on the experience in implementing similar projects, organogram (organizational chart), main partners, funding sources and any membership or award related to the objective of the project.

In order to explain specifically each of the following components of the project proposal, the 'Aid for Trade' project document of the United Nations Development Programme (UNDP), with the main partner Ministry of Trade and Industry shall be used.

2.3 Project background

This is one of the main components where the applicant demonstrates that is familiar with the context for which the project proposal is drafted, that possesses the appropriate experience to successfully implement the project, by contributing in the intended objective and achieving the expected outcomes. In this component, it should be clarified where does the initiative for the project comes from, if the project is related to and contributes to the current strategies of the funding institution and beyond, and it should also indicate whether the project is in its initial phase or is a continuation of any previous project.

This component should contain a summary of studies which have been carried out by the applicant and others which are used to support the need for the intervention aimed by the project. Moreover, it should also outline the list of stakeholders that operate in the same field of action, which shows that the applicant of the project proposal is well informed about the stakeholders in the field. Acquaintance of previous and current projects implies that even after studying interventions of other applicants, has come to a conclusion that there is a need for additional interventions to resolve specific issue.

1.1 Problem description

The objective of each project proposal is to resolve a problem that is concerning or/and an obstacle for the development, demonstrating that it is the right time to be resolved, that it is a priority for the country and that the problem can be resolved.

This component should begin with a description of the situation that is aimed to be changed by providing as many facts and statistics as possible, about the current situation and by not assuming that the donor has the same information that the applicant possesses. It should be explained what are the causes of the specific problem and the effects generated by the identified problem. It should also provide a justification of why this problem should be resolved and what are the consequences that will result if the problem is not resolved. Finally, it should also emphasize the justification on why now it is the right time to resolve the identified problem.

The "Aid for Trade" project identifies five challenges/problems related to the field of trade in the country and at the MTI level, which are aimed to be addressed through a specific project. The identified problems are: presence of large trade deficit that endangers the sustainability of economic and social policies, ineffective implementation of trade agreements which hinder the economic growth, low level of competitiveness and limited policy space that hinder

comprehensive growth, the Department of Industry with limited capacities to draft evidence-based policies, as well as limited capacities of the private sector for trade and employment.

2.5 Project objective and outcomes

The project document should contain clear information on what is the overall long-term objective, in which the project is intending to contribute. This objective should be directly linked to the identified problem based on relevant statistics and facts presented in the Project Background and Problem Description. This component should contain outcomes which are expected to be achieved through the project. Given that the outcomes are funded by the donor, it is of particular importance to clearly and concretely define intended outcomes of the project. Each outcome should contain measuring indicators by applying the SMART principle (Specific = should meet identified needs; Measurable = should be measured with concrete indicators; Achievable = feasible; Relevant = should be adequate for the socio-cultural environment where it will be implemented, and Timely bound = timeframe for the implementation of the project during which the outcomes should be reached). After defining the type of indicator, it should be clarified how is the current situation before the implementation of the project (baseline) and what is the project aim expressed through the indicator target.

The "Aid for Trade" project aims to contribute in expected changes that 'By 2015, vulnerable women and men have more economic and livelihood opportunities, and benefit from better public and social services'. This objective is aimed to be achieved through three concrete outcomes, presented in Table 1. For each outcome are defined measurable indicators, by providing information in comparison with the baseline and targets that project has.

It is of particular importance that indicator aimed to be achieved to verify whether is achieved by the end of project. For example, at the 3rd outcome, project has estimated that at least 600 small farmers will benefit from training and small investments support. Should the indicator 'growth of domestic production for 20 percent' been selected, although the production of supported farmers would grow, this may not be reflected in statistics at the country level because it might happen that production will decrease among other farmers for a reason not related to the project and this could cause a decline in the value of production by farmers and as a result it would seem that the project did not produce positive effect.

Table 1. Outcomes of the 'Aid for Trade' project of UNDP

Outcome	Indicator, baseline and target
Outcome 1: Relevant decision-makers' and	Indicator: Number of evidence-based trade

MTI staff capacity enhanced among women and men to develop and implement evidence-based and pro-poor trade and industrial policies	and industrial policies developed by MTI staff Baseline: Limited capacities of MTI staff to develop evidence-based related policies Target: At least 3 evidence based policies designed by MTI relevant staff
Outcome 2: SMEs along trade corridors have better access to market, information and finance, and contribute to improved livelihoods.	Indicator: Number of businesses in Economic Region South benefiting from capacity building and trainings on import substitution and export promotion. Baseline: Limited knowledge on import substitution and export promotion among businesses in Economic Region South Target: At least 100 businesses benefit from training and capacity building on import substitution and export promotion
Outcome 3: Local businesses/farmers in the Economic Region South (ERS) and Mitrovicë/a region have improved and increased their productivity while generating income for families in rural areas.	Indicator: Number of small farmers benefiting from training on applying for MAFRD grant scheme and direct small investment support Baseline: Limited number of small farmers benefit from agriculture development grant schemes Target: At least 600 small farmers benefit from training and small investment support

Through these outcomes, the project aims to facilitate/resolve challenges/problems (as well as consequences from these challenges) identified on the problem description.

2.6 Beneficiaries

Each project aims to address the problem that concerns certain groups. In the project proposal it should be clarified who will benefit from the project specifying who are the direct and indirect beneficiaries and by noting the number of beneficiaries and their characteristics (for example: region where these beneficiaries are located, sectors they operate, social status of beneficiaries, ethnicity etc.). For example, if the project aims to provide financial support for manufacturing enterprises to increase the range of products, direct beneficiaries are the supported enterprises, whereas indirect beneficiaries could be manufacturers of raw material. If the project plans to provide training for the unemployed, then this group belongs to the

group of direct beneficiaries, whereas enterprises that would employ these trained persons in the future are indirect beneficiaries.

The 'Aid for Trade' project aims to enhance the capacity of MTI staff; to contribute on the improvement of living conditions by enabling small and medium enterprises to have better access to market and information; and to improve the productivity of local businesses/farmers in the Economic Region South and Mitrovica region, contributing to income generation of households in rural areas. Therefore direct beneficiaries of the project are: MTI, businesses benefiting from trainings and small farmers benefiting from trainings and support through investments and finally all of the above contribute in improving the living conditions of people in Kosovo.

2.7 Methodology

This component should provide necessary information to clarify how the project will be implemented by presenting information about: partners with whom will be cooperated in project implementation, list of planned activities within each outcome, presentation of risks that may hinder accomplishment of goals, assumptions brought based on which the project can be implemented and outcomes reached, as well as to mark which means/resources shall be used in order to achieve project objective and outcomes. This component should also provide information regarding the aspects of related issues that are briefly and clearly elaborated below and also the project visibility².

2.7.1 Partners

A methodology component is identifying the main partners and their role in project implementation. For example, a partner in the project may be business associations and Chambers of Commerce, role of which may be provision of data for enterprises in certain sectors and organization of fairs. The "Aid for Trade" project, in the list of its main partners includes: MTI, Departments for Economic Development in municipalities of Economic Region South and in Mitrovica region, chambers of commerce and business associations.

2.7.2 Local ownership

The project proposal should emphasize assurance of active participation of all partners, by promoting and ensuring local/domestic ownership of the project. This implies that the main

² In English language the visibility

partners will be involved in all stages of designing and planning of project activities, thus ensuring continuity of the project activities even after project completion.

2.7.3 Organogram (Organizational chart)

The methodology component should also provide an organogram of the staff that will be engaged in the project, by specifying the role and responsibilities of each employee, it should provide information regarding commissions/board/committees that will be established, and their role during project implementation.

Concrete activities must be planned in order to achieve project objectives. In the section of activities it must be clearly explained how each activity will be carried out, who will be engaged in implementation, where will the activity be implemented (e.g. in which region, specific municipality, particular economic sector) and the timeframe of activity implementation.

2.7.4 Logframe

Logframe is a document of special importance that is attached to the basic document of project proposal, which is also known as the table that provides project outcomes and framework of necessary resources for project implementation (Project Outcomes and Resource Framework). Logframe is very important document and it serves as the basis for project monitoring and evaluation. Although there are several forms of Logframe, each form contains similar information.

For illustration purposes of the Logframe, Table 2 shows the model used by the 'Aid for Trade' project, a form that is designed as follows: in the first column are presented the targeted outcomes of the concrete project by specifying the measurable indicator for each outcome. For each indicator are provided the data on the current situation (baseline), namely prior the project implementation as well as the information on what is concretely planned to be achieved (targets).

In the second column of the Logframe are provided necessary targets in order to accomplish each outcome. Usually, in order to achieve an outcome, several specific targets must be achieved. A measurable indicator must be determined for each target by specifying the current situation (baseline) prior to project implementation and what is expected to be achieved through each target. The indicator should be determined for each target, based on SMART principle, because only in this manner will be possible to assess whether the project has accomplished the targets and later expected outcomes.

In the third column will be included activities that need to be implemented and the concrete tasks should be provided for each activity. Although this requires a detailed definition, it is very important for the potential funder, as it confirms that the project is thoroughly planned down to the smallest detail. Detailed presentation of tasks also facilitates the implementation phase as it is clear what tasks and activities need to be undertaken in order to achieve each target, and which targets must be achieved in order to meet the desired outcome. For each target it should be specified who will be responsible for implementation, what means will be used and the estimated cost.

Table 2 outlines a section of Logframe from the 'Aid for Trade' project document. In this document, in order to achieve the first outcome 'Enhanced capacities of women and men in decision-making to develop and implement evidence-based industrial and trade policies' nine specific targets are defined and to achieve each target, different activities are planned which are specified in details on how they will be met, namely they are divided in sub-activities and specific tasks. As illustration we take as example realization of Target 1.1 of the first outcome of the project. For this target the following activities are planned:

- 1.1 Establishment of a database for the industrial/manufacturing sector in Kosovo ("Industry Database");
- 1.2 Strengthening the capacities of the Division of Industrial Policy (DIP);
- 1.3 Development of sector profiles for competitive and labour-intensive industries (manufacturing services);
- 1.4 Identification and support to "natural-born" industrial clusters;
- 1.5 Ex-post assessment of policies in support of industrial development in Kosovo;
- 1.6 Issue briefs on priority trade topics;
- 1.7 Prepare the database for the Department of Petroleum Market Regulation and Strategic Goods Information System;
- 1.8 Enhance policy-making in the tourism sector; and
- 1.9 Strengthening the capacities of the Division of Tourism.

As explained above, concrete activities/tasks must be provided for each activity by which is accomplished the activity and is contributed in achieving Target 1 within Outcome 1. As illustration, Table 2 lists the specific activities/tasks for the activity 'Establishment of a database for the industrial/manufacturing sector in Kosovo (Industry Database)'. Responsible for implementing this activity is the Unit of the UNDP project and MTI, whereas as necessary resources are planned: staff of the UNDP project, national and international consultants as well as costs for the training venue, travel and accommodation costs, and the total cost is 36,500 Euro. This amount will be outlined in the budget table for Activity 1.1.

Table 2: Logframe

Outcomes	Targets	Activities	Responsible	Means (Inputs) and the cost for each outcome
<u>Outcome 1</u> Indicator Baseline Target	Target 1.1	Activity 1.1 Sub-activities disseminated into tasks		
	Target 1.2	Activity 1.2 Sub-activities disseminated into tasks		
	Target 1.3	Activity 1.3 Sub-activities disseminated into tasks		
An example from the 'Aid for Trade' project				
Outcomes	Targets	Activities	Responsible	Means (Inputs) and the cost for each outcome
Outcome 1: Capacity building among decision-making men and women to develop and implement evidence-based trade and industrial policies Number of evidence-based trade and industrial policies developed by MTI staff	Target 1.1 <i>-Establishment of a database/software on manufacturing industries within MTI.</i> <i>- 6 IPD staff trained to utilize the software.</i>	1.1 Establishment of a database for the industrial/manufacturing sector in Kosovo ("Industry Database") Specific activities/tasks: (a) Identification and assessment of existing data on industrial/manufacturing sector and identification of the institutions generating these data;	Project Unit/UNDP Kosovo/MTI	Staff time International consultant Local consultant Travel costs Training venue/accommodation Total budget: EUR 36,500

Baseline: Limited capacities of MTI staff to develop related evidence-based policies Target: At least 3 evidence-based policies designed by relevant MTI staff		(b) Development of the Terms of Reference for the design and implementation of the database and the selection of the consultants to implement the database; (c) Support of cooperation between data-collecting institutions; (d) Establishment of the Industry Database; (e) Provision of trainings on the use and maintenance of the database.		
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2.7.5 Plan of activities

Logframe serves as the basis to prepare the plan of activities and the budget. In Table 3 is outlined a model of the plan of activities. Assuming that the project is planned to be implemented during the three year period, the plan of activities is organized minimally on annual basis, but often on quarterly basis. Activities must be listed for each outcome whereas for each activity should be provided the implementation timeframe. For example, in Table 3 the yellow highlight illustrates that the first Activity (1.1) within Outcome 1 will be implemented in the first quarter of the first year, second activity (1.2) will be implemented during the first two quarters of the first year, third activity (1.3) will be implemented in the second and third quarter of the first year and in the second and third quarter of the second year, whereas fourth activity (1.4) is planned to be implemented in the fourth quarter of the first year and in the fourth quarter of the second year. Other option is to present the plan of activities according to the targets outlined in the Logframe presented above.

Table 3: Plan of activities

	Year	Year I				Year II				Year III			
	Quarters	1	2	3	4	1	2	3	4	1	2	3	4
1	Outcome 1:												
	Activity 1.1												
	Activity 1.2												
	Activity 1.3												
	Activity 1.4												

In the project document it should also be emphasized the timeframe for preparation of work plan, implementation of which will be conducted upon donor's consent. The work plan is drafted based on the Logframe and the plan of activities and is usually prepared on annual basis.

2.7.6 Risk management

In order to ensure that the project proposal is well analyzed, the document should provide information about the potential risks that could impede the project implementation as well as assumptions that the factors/conditions will remain unchanged which are important to achieve the targeted outcomes.

Risks are external factors that can hinder the project implementation and as such are beyond the project's control. However, the inability to control external factors does not mean that they cannot be affected. The risk matrix presented in Table 4 identifies and assesses the degree of risk (low, medium or high) for each identified risk, and it also states how is planned to manage each identified risk and who bears the responsibility for this management.

Table 4: Risk matrix

Risk	Potential effect	Degree of risk (low, medium, high)	Management's strategy to manage the risk	Responsible

Identification of risks requires analysis of the current situation but also analysis of information for the period during which the project will be implemented.

2.7.7 Related matters

The draft document should ensure that the project will provide equal opportunities and benefits to men and women, and the project will ensure the environmental protection. In order to ensure that equal opportunities are provided to both genders, the project should also develop additional strategies and mechanisms (affirmative measures). For example, if the project includes provision of grants in the form of co-financing with the enterprises and if the data show that access to finance for women is more limited, then the report grant/contribution from the enterprise should be facilitated for women's enterprises and priority shall be given to applications of women's enterprises. Whereas, in order to ensure that the project takes care for environmental protection, this aspect shall be set as a criterion in assessment of enterprise's applications for grants. This will be analyzed in two aspects: first it will assure that the project proposed by the enterprise does not harm the environment and second it will give priority to projects that will provide environmental sustainability (for example, projects that would have an impact on the use of energy from the renewable sources).

In addition, the project should ensure benefits to vulnerable groups such as people with disabilities, different ethnic groups, etc.

2.7.8 Dissemination

The document must provide that throughout project implementation, information regarding the project's targets, activities and achieved outcomes shall be disseminated. Dissemination of information is a mechanism that provides: visibility, that enables adequate publicity for the achieved outcomes and the support provided by the donor; contributes in multiplying the effects (by informing regarding the best practices, achieved outcomes which may reoccur in the future); and it also contributes in getting the support from relevant decision-makers (for example if its organized a conference where are presented project outcomes and plans for the future, the project may get the support even from a ministry or other institution, a support

which might facilitate project implementation, extension of the project or increase the number of beneficiaries) and draws interest from the target groups of the project (for example, enterprises through project informational materials are informed about the project objectives, achieved outcomes and this affects their interest in applying for support by this project). Project proposal should indicate which project outcomes and information shall be disseminated during the phase of project implementation.

2.8 Budget

A necessary element of the project proposal is the budget table that can be presented in several ways. One way is to present the costs according to expected project outcomes by outlining the costs for each planned activity in order to achieve the targeted outcome (but also may be organized at the level of targets, as it is organised on the above Logframe).

Another way of outlining the budget is by presenting the costs by type, for example expenditures for wages, fixed resources, transportation costs, grants (if any), costs for foreign experts, etc.

The budget drafted according to outcomes is more practical because it gives opportunity to the potential funder to clearly observe how much each project outcome costs and this way to assess whether it is willing to provide support for the project. This form of budget drafting is based on the Logframe and the plan of activities, as outlined above.

The requirements and conditions of the donor should be taken under consideration in order to draft the budget, namely to study the eligible costs as well as to collect information on the market prices (costs for consultants, accommodation, training, wages etc.). The budget table given below contains the following data: first column indicates Outcome 1 of the project divided in activities, the measuring units should be specified for each activity (for example, if it is related to experts, the unit is working day, if the activity is organization of workshops, the measuring unit is the number.) The third column of the budget table should provide the amount (following the same example as above, should indicate the number of days for the expert while for workshops should indicate the number of planned workshops). Cost per unit implies cost for one working day, whereas in the case of workshops implies the estimated cost per workshop (based on number of participants, costs for the workshop venue, costs for printing the materials, etc). After defining the costs per unit, it should be calculated the total costs for the activity (the amount multiplied by the costs per unit).

It is useful to present how the budget will be spend through years: for example if four workshops are planned to be organized during the first and second year of the project implementation, then half of the budget for this activity must be indicated in the column of the first year and the other half in the second year. Given that the projects usually are based on co-financing, in the two last columns should be indicated values separately for the first funder, which usually refers to the applicant of project proposal and in the second column it should be indicated the amount of donor contribution. Contribution in project implementation can also be non-financial, for example, provision of working premises free of charge, provision of vehicles and equipments for use, provision of conference and meeting rooms, provision of spaces for fairs, etc.

Table 5: Budgeting form

Outcome 1:	Unit (persons, piece, lump sum)	Quantity	Cost per unit	Total	Year 1	Year 2	Year 3	Funder 1	Funder 2
Activity 1.1									
Activity 1.2									
Activity 1.3									
Activity 1.4									

2.9 Monitoring and assessment

The project proposal should clearly indicate that the project will be monitored on timely basis. The purpose of monitoring is to assess the activities which are being implemented according to the plan, to identify potential obstacles and problems that would affect the timely implementation of activities as well as strategies for preventing the obstacles and assuring the progress of activities. It should clearly state who will conduct the monitoring, and how often this monitoring will be conducted. Usually, project monitoring is carried out by individuals engaged in the project, whereas as a monitoring base of the project is the plan of activities and Logframe of the project document.

The project document should also indicate financial audit plan of the project, which should be carried out by an external institution. The audit is usually carried out after completion of the project.

Assessment report aims to assess whether the targeted outcomes of the project are achieved. As the basis for project assessment is the Logframe of the project document. The project assessment is carried out by a third party that was not engaged in any way in drafting the project proposal, project implementation nor in the monitoring process. Given that the project outcomes are expected to be achieved upon completion of the project, the assessment is usually done after project completion. However, if there is a possibility to measure the effects during the project implementation phase, this assessment would be useful in providing information for the success and potential necessary changes or corrections in order to ensure the achievement of the planned project outcomes.

2.10 Sustainability

Donors like to fund projects, activities of which will continue and will be monitored even after the project is completed. A project is less likely to be funded if the donor considers that after the project completion the situation shall return at the starting point. Therefore, the project proposal must ensure continuation of the activities even after the project completion. In order to support the sustainability, evidences that there is an institutional, technical, socio-cultural and financial sustainability should be provided.

Financial stability should demonstrate who will take the ownership of the project, who will be responsible for the project upon completion, how will be managed the project and how it will be implemented after the budget is spent.

Technical sustainability must provide evidence that staff has the capacity to manage the project or to proceed the activities (skills, knowledge and equipment).

Socio-cultural sustainability should clarify that the project will be necessary and acceptable to the community and the targeted beneficiaries. It should be emphasized that the same project could be repeated elsewhere (sector, region, social group) and will produce effects similar of those applied by the project.

Financial stability provides data on the funding sources of project financing upon completion. Most donors prefer to see that the institutions are developing the capacities to raise long term funds and not to rely on support from the others.

In addition, it should be ensured that the project activities contribute to other activities of the institution and that the same contribute to further development of the institution and achievement of the institution's strategic objectives.

Annexes

Usually the project document contains Annexes that include documents such as: Logframe, plan of activities, the budget, agreements with partners to be involved in the project implementation as well as documents required by the potential funder and documents that are considered important to reinforce the project proposal, such as: evidences of prior projects in the field that is related to the project proposal, any report with information on the success of the institution, brochures, etc.

If the specific project is continuation of a prior project, it is recommended to attach the final report of the preliminary phase and infographics or any brochure that provides information on the achieved outcomes in a visual form.
