



EU TECHNICAL ASSISTANCE
TO CIVIL SOCIETY ORGANISATIONS
IN THE WESTERN BALKANS AND TURKEY



DEVELOPMENT OF FULL APPLICATION

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TACSO 3 Capacity Building Expert*

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PURPOSE OF THE WEBINAR

- To provide information, guidance and share experience on the **Full Application** development including:
 - **Description of the Action,**
 - **Log-frame,** and
 - **Budget** elements.



OVERALL APPROACH

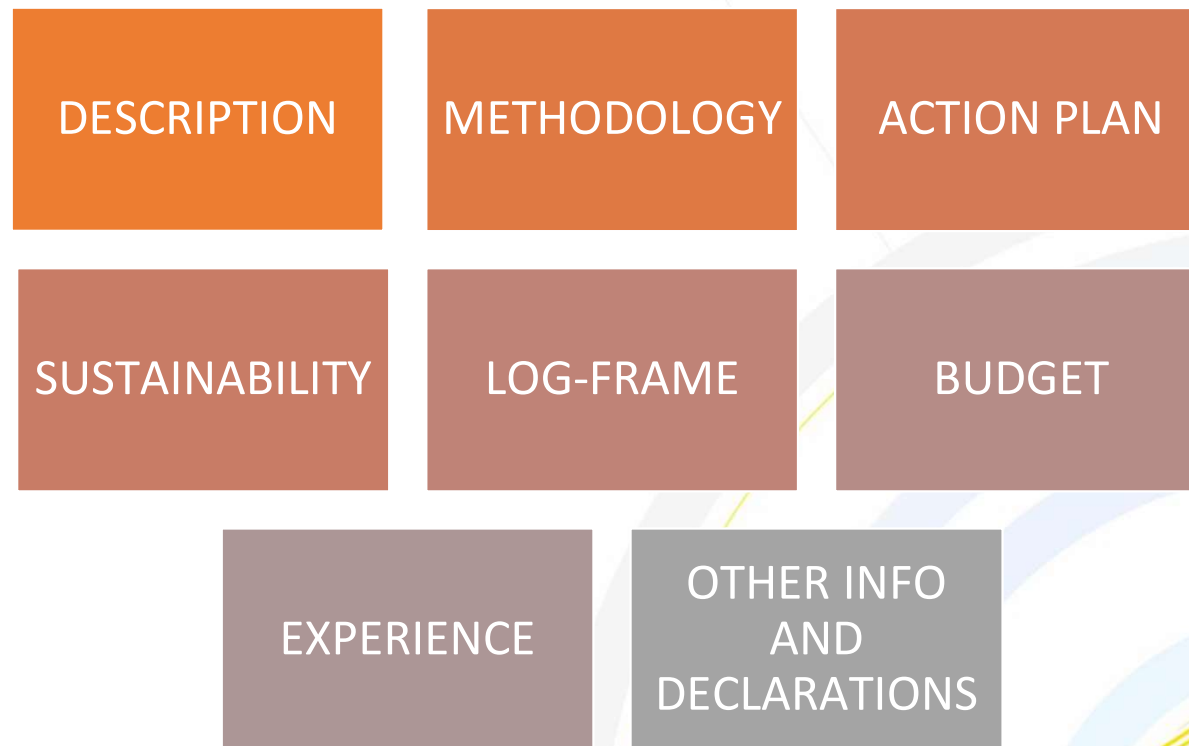
1. Review Guidelines for Applicants
2. Review the Concept Note
3. Discuss the FAF process development with your team (including Co-applicants and AE)
4. Review the process in phases – do not wait for the application to be completed
5. Regularly review resources envisaged and control promises with budget estimations
6. Discuss all issues with partners immediately
7. Check once again on all administrative and technical requirements

QUALITY CONTROL





MAIN ELEMENTS OF THE FAF





DESCRIPTION OF THE ACTION

*„Envisioning the
Change....”*



DESCRIPTION (max 13 pages)

- The **HEART** of the proposal! The most complex part in terms of the type and size of information requested.
- Follow the **GUIDELINES** from the form to not miss some important information.
- Start from the presentation of **RELEVANCE**! Please note that scores from the Relevance of Concept Note will be transferred but certain information should be presented here as well (i.e. relevance in relation to the objectives of the Call).
- **TARGET GROUP** and **FINAL BENEFICIARIES** have also been presented. This is now very important since the composition of those you are directly working with will effects the budget size as well.
- In this section, you are required to present the **INTERVENTION LOGIC** in addition to the log-frame table. Be concise and if applicable use some graphics to empower your presentation.
- Do not forget to focus on **CHANGE**, especially at the level of the target group and final beneficiaries.
- Separate presentation of each **ACTIVITY** or **ACTIVITY PACKAGE**.
- Describe in detail the concept of the **FINANCIAL SUPPORT** to third parties!

Usual weaknesses in DESCRIPTION

SUB-SECTION	ISSUE
RELEVANCE	Information on background sources (i.e. study documents or similar) and preparation for the action is missing.
TARGET GROUP and FINAL BENEFICIARIES	Missing clear division and description. Missing or unclear or unrealistic quantification (important for the Relevance and the Budget). Modest information on expected positive changes. Make clear division, use tables or graphs if needed, and connect with indicators, outputs and activities.
INTERVENTION LOGIC	Missing clear structure. Usually lots of texts (sometimes in pages) without clear info on the actual project intervention logic. Use graphics, combine with text, bold text etc. Think from the point of a good visual presentation.
ACTIVITIES/ACTIVITY PACKAGES	Sometimes too descriptive. Structure information per format that will support you in implementation. For example, the number and title of the activity, description of activity, main outputs, resources needed, and division of roles among partners. This will help you in defining the amount of work and preparation for a good quality budget.
FINANCIAL SUPPORT TO THIRD PARTIES	Required data per instructions missing. Very often, at the implementation level lack of resources for the management of grants, provision of assistance to GBs and high requirements from potential applicants are monitored.

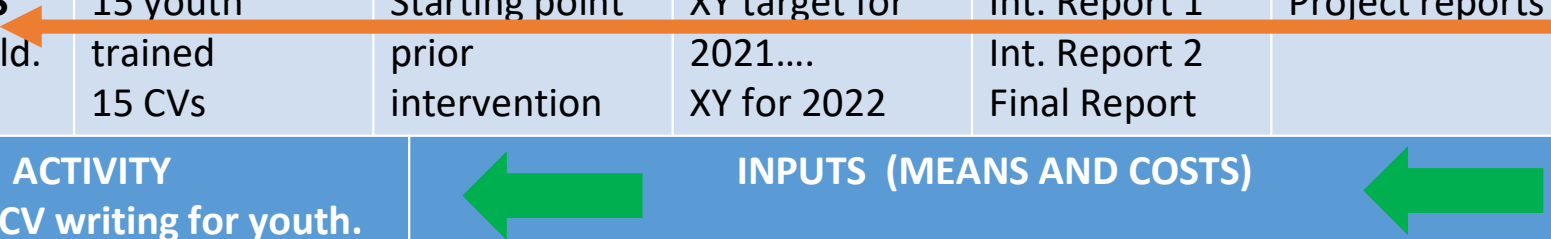
INTERVENTION LOGIC AND LOG-FRAME



- Intervention logic moved towards the focus on change and results.
- Asking ourselves what will be different instead only of what will be done.
- What is your project about?
 - We are going to organise a series of training events for unemployed youth.
 - We are going to support national measures for youth employment by organising a series of capacity building interventions/activities.
- The next slide presents **Annex C: Logical framework format**

INTERVENTION LOGIC AND LOG-FRAME

RESULTS CHAIN	INDICATOR	BASELINE (value&reference year)	TARGET (value&reference year)	CURRENT VALUE (reporting period)	SOURCE OF VERIFICATION	ASSUMPTIONS
IMPACT (OVERALL OBJECTIVE)	Decrease % of the unemployment rate.	Starting point prior to intervention	XY target for 2021.... XY for 2022	Int. Report 1 Int. Report 2 Final Report	Official data/statistics, reports	
OUTCOME(S) (SPECIFIC OBJECTIVE(S)) Effectively applying new knowledge.	5 youth employed 7 youth actively searching for a job.	Starting point prior to intervention	XY target for 2021.... XY for 2022	Int. Report 1 Int. Report 2 Final Report	Official data/statistics, reports Project reports	Available employment opportunities. Government measures active.
OUTPUTS Training held. Manual	15 youth trained 15 CVs	Starting point prior intervention	XY target for 2021.... XY for 2022	Int. Report 1 Int. Report 2 Final Report	Project reports	Local/gov. Employment agencies
ACTIVITY Training on CV writing for youth.		INPUTS (MEANS AND COSTS)			Contract signed	



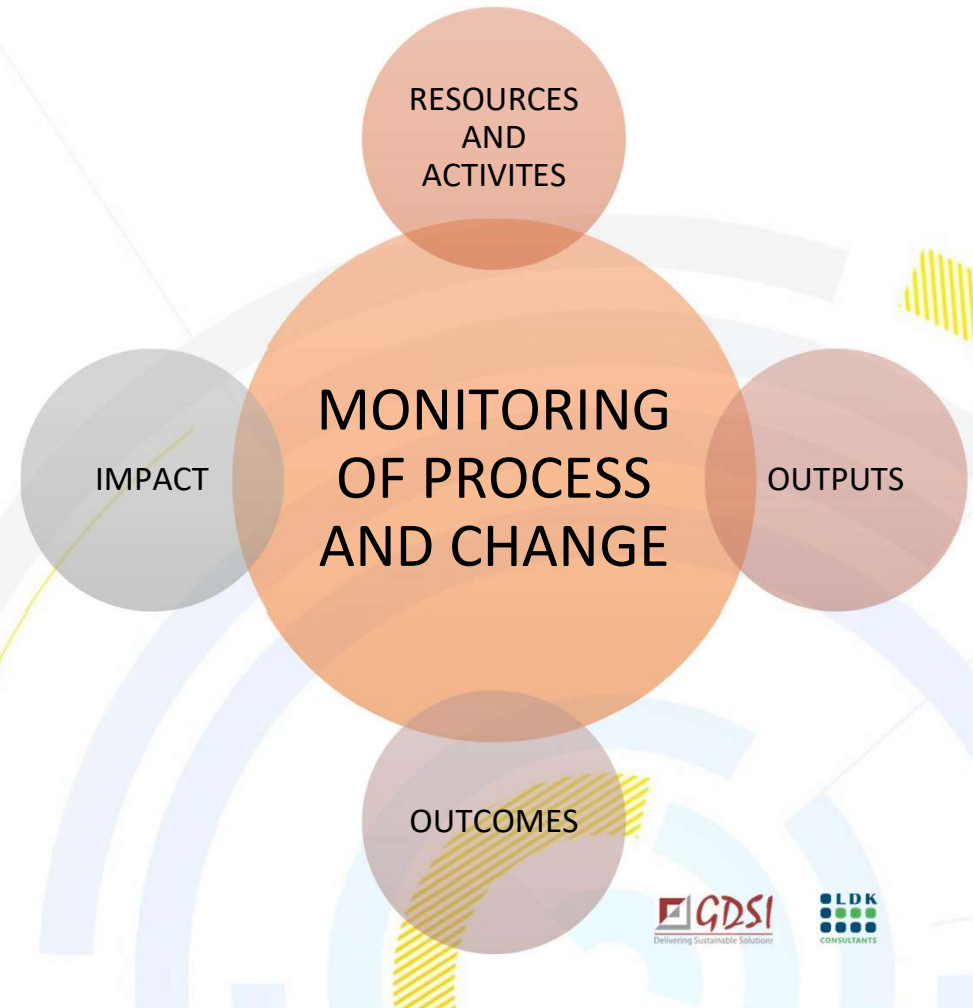
HOW TO CHALLENGE INDICATORS

- In majority of project proposals, the indicators are output based at all levels, i.e. *trainings held, number of people trained, number of copies of manuals produced, number of clicks on the web site or likes on some social network.*
- The key question here is: **WHAT IS THAT MEANING FOR YOUR PROGRESS?**
- For the exercise, challenge each indicator mentioned above. For example:
 - What actually number of clicks shows to you? Why number of clicks is important for progress/success?
 - Can we say citizens are better informed due to the number of clicks on the web site etc.?
- When you define that, you will move towards outcome and impact level effective indicators.



IMPORTANCE OF THE MONITORING SYSTEM

- When defining our intervention logic, we must strongly consider monitoring that should happen at the implementation level.
- The monitoring is usually a weak component and is resulting in a poor proposal development and number of obstacles in the implementation and reporting.
- Defining what is needed to **ACHIEVE** and **EVIDENCE** of the change is the **KEY TO SUCCESS!**



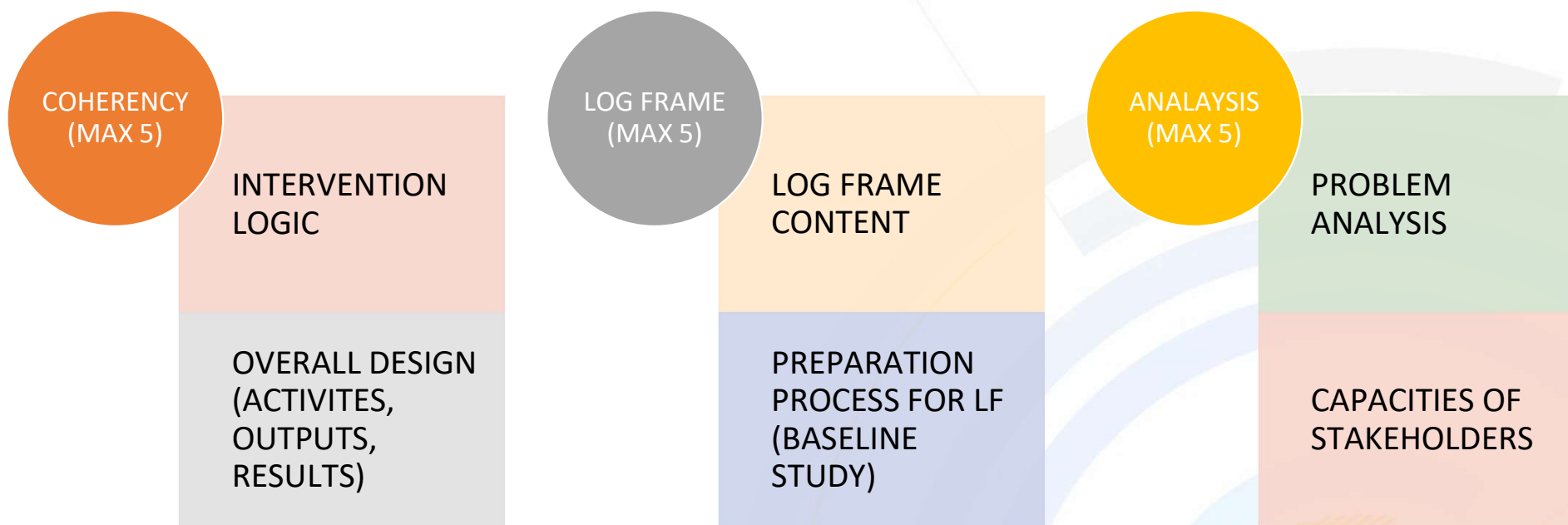
IMPORTANCE OF THE MONITORING SYSTEM

- This is our average situation focusing on output level:

ACTIVITY	LOGISTICS EVIDENCE	PARTICIPANTS EVIDENCE	OUTPUTS
Training on CV writing	Premises booked Materials produced Refreshments provided	Evidence on selection process List of participants Evaluation forms	Number of successfully completed participants Number of CVs prepared

- However, in order to move further, we must ensure:
 - Follow up** on what is happening with target group after the training.
 - Evidence** for indicators on the outcome level (i.e. number of employed youth, number of employment applications sent etc.).
- Answers on these questions we must define at the proposal level!

DESIGN OF THE ACTION AT EVALUATION STAGE





IMPLEMENTATION APPROACH

*„Win a moment in
front of you!”*



IMPLEMENTATION APPROACH (max 5 pages)

MAIN ELEMENTS	CONTENT
METHODS	List and describe main methodology of work (training, home visits, etc.) and means needed for implementation (i.e. equipment, materials etc.)
PREVIOUS ACTIONS	Describe how this action builds on the previous actions (considering evaluation results, recommendations etc.).
LARGER PROGRAMME	In case the action is part of the larger programme, describe linkages, coordination aspects etc.
ORGANISATIONAL STRUCTURE	List the titles of the main positions and description of the roles, qualifications needed etc. No individual names of the team members!
ROLE OF ACTORS	Even probably presented already, provide information how other actors and stakeholders (co-applicants, affiliated entites, target groups, local authorities) will participate in the action, why they have specific roles etc.
MONITORING	Describe monitoring arrangements of the project and follow up actions.
EVALUATION	Evaluation is recommended and can be internal or external. Should be foreseen for actions above EUR 500,000.
VISIBILITY	Check once again the GfA for reminder on requirements.

MAIN WEAKNESSES OF IMPLEMENTATION APPROACH

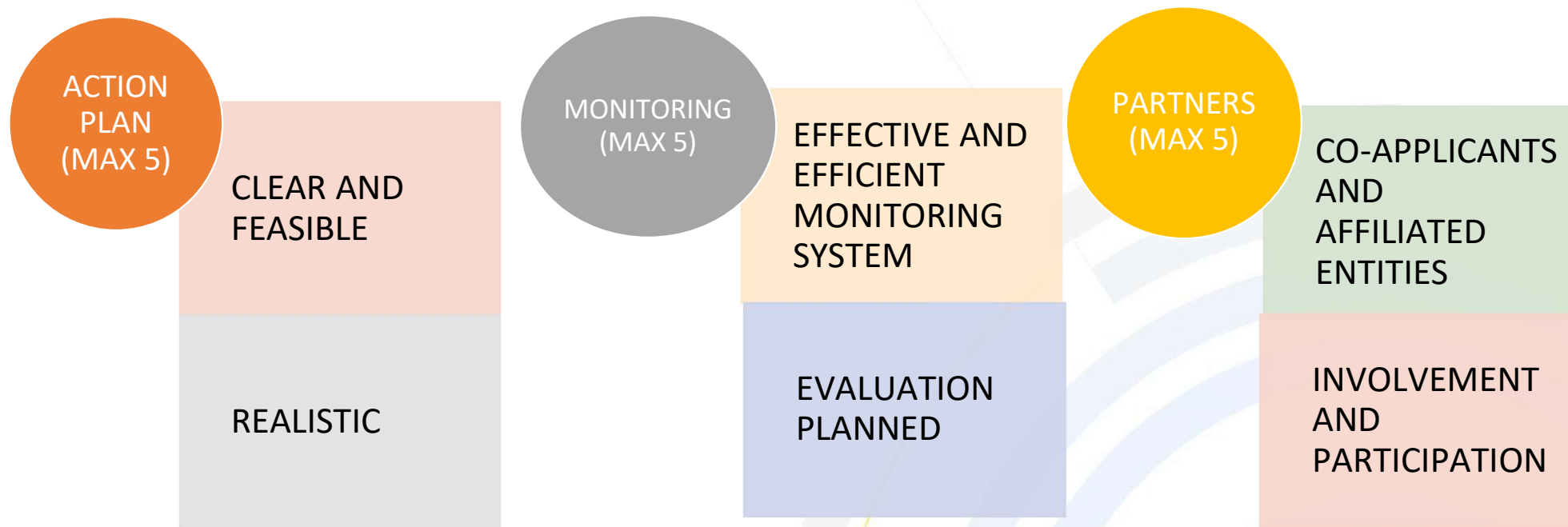
MAIN ELEMENTS	WEAKNESS
METHODS	Absence of short info/description of methods.
PREVIOUS ACTIONS	Usually not responded.
LARGER PROGRAMME	The same as previous. If not, provide information that action is not part of the larger programme.
ORGANISATIONAL STRUCTURE	Usually, only the list of positions is provided without information on the short job descriptions and requirements. This is important for Budget and calculation of salaries etc.
ROLE OF ACTORS	The role of partners is usually well described but the role of other stakeholders is missing.
MONITORING	Only modest information is provided that monitoring plan will be created.
EVALUATION	Often not foreseen, neither at the internal level.
VISIBILITY	The challenge is to think about visibility outside of the forma visibility requirements.

INDICATIVE ACTION PLAN (max 4 pages)

- Fill in the table enclosed to the format.
- Detail information to be provided for the first 12 months of implementation.
- Provide information on the most probable duration of each activity.
- Do not forget to present co-applicants and affiliated entities.
- Months are referring to the first, second, third etc. months of the project implementation and not the calendar months.

ACTIVITY	MONTH 1	MONTH 2	MONTH 3	MONTH....	IMPLEMENTATION BODY
PREPARATION					LEAD APPLICANT
EXECUTION					LEAD APPLICANT CO-APPLICANT 1

IMPLEMENTATION APPROACH AT EVALUATION STAGE

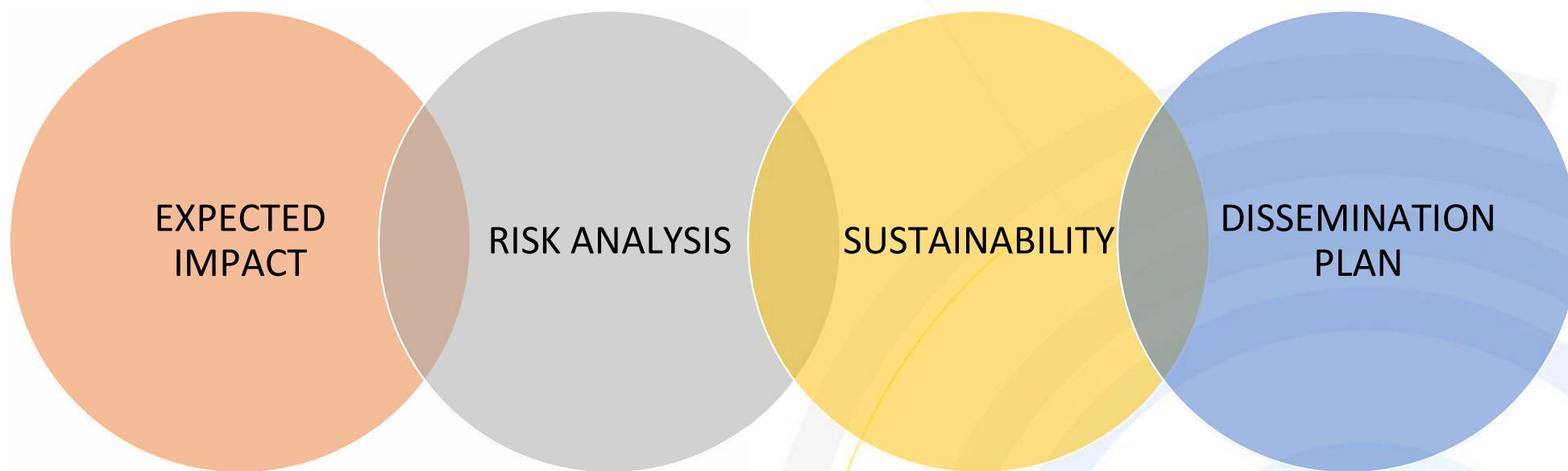




SUSTAINABILITY
„What would you say today about a project you have implemented 3 years ago?“



MAIN ELEMENTS OF THE SUTAINABILITY SECTION (MAX 3 PAGES)

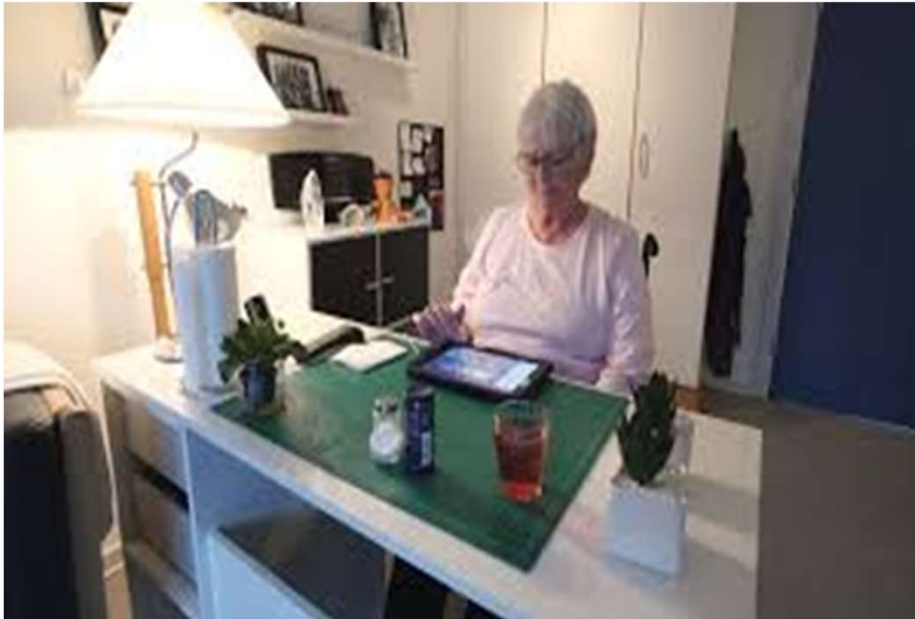




EXPECTED IMPACT

- Considers a description of the impact of the action on its **target group/beneficiaries**.
- **Qualitative and quantitative data** are requested to be presented where possible.
- Impact can consider:
 - Technical
 - Economic
 - Social
 - Policy (i.e. improved legislation etc.)





The future of elderly care: It's not about ageing, it's about living.

EXPECTED IMPACT

- Please, consider the impact of the word „expected” in this section.
- Do not just copy/paste data from the description section.
- Impact means long term effects of changes. Therefore, this is also an opportunity to provide your view of perspective in relation to the target group/beneficiaries.

RISK ANALYSIS

- In this section you are requested to provide several mutually connected information. Therefore, you can play with the structure of information, graphics, tables etc.
- Risk analysis relates to actions (work packages, activities).

ACTION	RISK	MITIGATION MEASURES - CONTINGENCY PLAN	
Training for youth	Lack of applications for training attendance	Extension of application process	Rescheduling...

4 TYPES OF SUSTAINABILITY

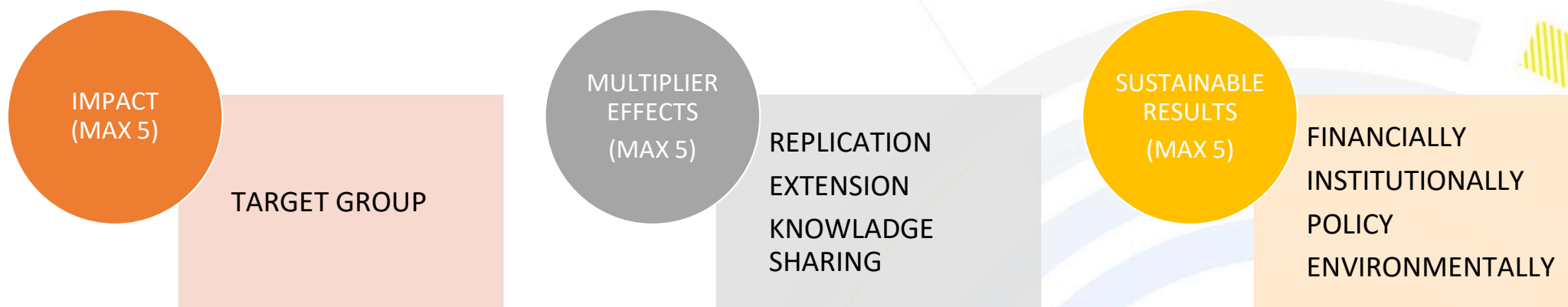
- How the action will be sustainable after completion? Please note, there are monitoring actions of the grant contracts after their completion as well.
- Follow-up activities, built-in strategies, ownership, communication plan etc. are just some of the examples presented in the form which requires division of information per 4 categories:
 - a. **Financial** – financing follow-up, funds for operating and maintaining costs (i.e. for purchased equipment, renovated premises, continuation of the home visits to elderly).
 - b. **Institutional** – structures allowing further life of project results (i.e. established centre for youth support, CSO capacity building point).
 - c. **Policy** – i.e. improved legislation, codes of conduct etc.
 - d. **Environmental** – please, be creative! Avoid saying you will use less paper.

DISSEMINATION PLAN

- Describe the dissemination plan and possibilities for replication.
- Describe possibilities for multiplier effects.
- Use the following guiding questions:
 - ***Which information is important to disseminate?*** - i.e. new service established and available for replication in other communities.
 - ***How you can disseminate information?*** – i.e. presentation, promo campaign etc.
 - ***To whom?*** – i.e. local public institutions, CSOs, target group etc.



SUSTAINABILITY AT EVALUATION STAGE





BUDGET

*Types of costs and
their presentation in
the application form*

**WE DON'T SEE THIS
AS A BUDGET
EXERCISE. IT'S
ABOUT
MANAGEMENT
EXCELLENCE.**

QUOTEHD.COM

David Barna

OVERALL APPROACH TO BUDGET DEVELOPMENT

1. Review Guidelines for Applicants.
2. Review the Description of the Action – primarily activities.
3. Check understanding of the budget-related rules and requirements by the Project Team (i.e. **Annex K** - Guidelines for Simplified cost options).
4. Budget is practically a **description of activities transferred into costs**.
5. Budget is **not a list of wishes!**
6. Only **eligible costs** will be calculated (Check GfA for a List of ineligible costs).
7. Calculate also the amount of **costs that might occur but can't be presented** in the budget (**ineligible costs**).
8. Present **net value** of costs (without VAT, Annex N – Guide on VAT exemption) except in case of **salaries and honorariums** to physical persons.





MAIN ELEMENTS OF THE BUDGET FORM



WORKING SHEET 1 – BUDGET OF THE ACTION

- **List of project/action costs per budget headings:**

- **1. Human Resources**
- **2. Travel**
- **3. Equipment and supplies**
- **4. Local office**
- **5. Other costs, services**
- **6. Subtotal direct eligible costs**
- **.... *will be presented more detail***

Presentation of costs:

- **Per types**
- **Cost per unit**
- **Number of units**
- **Unit value**
- **Total cost**
- **Costs should be presented with two decimals (i.e. EUR 270,20)**
- **Excel formulas should be used in calculation**

1. HUMAN RESOURCES

- This budget heading is mainly dedicated to the costs of the staff assigned to work on the action on behalf of the organisation/institution – working permanently or over a period of time:
 - Management
 - Coordination
 - Administration
 - Technical staff providing continuous service (i.e. social worker, lawyer etc.)
- Short term staff or staff for particular activities with limited duration should be presented under 5. Other costs, services (i.e. Trainer for implementation of Training on CV development).
- Per-diems for missions/travels are also calculated here.



1. HUMAN RESOURCES

1. Human Resources ¹⁴				
1.1 Salaries (gross salaries including social security charges and other related costs, local staff) ⁴				
1.1.1 Technical	Per month			
1.1.1.1. Project Manager (100%)	Per month	24	1.000,00	24.000,00
1.1.2 Administrative/ support staff	Per month			
1.1.2.1. Project Assistant (50%)	Per month	12	500,00	6.000,00
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)	Per month			
1.3 Per diems for missions/travel ⁵				
1.3.1 Abroad (staff assigned to the Action)	Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem			
1.3.3 Seminar/conference participants	Per diem			
Subtotal Human Resources				

Works 50% of work time in units this is 12 months.

The actual amount of salary for 100% work time.

2. TRAVEL

- Travel costs should include the following information:
 - Travel destination
 - Transportation info (car, vehicle, bus, air-plane...)
 - Purpose (connection with particular activity)
 - Travellers (number, role in the project)
 - Calculation of costs (per flight, per km, price of the ticket)
- In the case of contracting transportation services, this should be clearly indicated.
- Travel can include international and local.
- Use of personal cars (official and private) is eligible and requires a detailed reporting system for the calculation of costs.
- Responses on all details mentioned should be provided in the Justification of the Budget!



3. EQUIPMENT AND SUPPLIES

- This budget heading includes:
 - Purchase or rent o vehicles – **not** transportation service!
 - Furniture, compute equipment
 - Machines, tools...
 - Spare parts/equipment for machines, tools
 - Other (related and specified)
- Group supply in order to make the purchase easier.
- When defining the budget, think from the perspective of the tendering process, not a single shop purchase.



4. LOCAL OFFICE

- This budget heading is dedicated to operative costs of the local office dedicated to the project management and includes:
 - Vehicle costs
 - Office rent
 - Consumables – office supplies
 - Other services (communication, heating, maintenance)
- Workshop supplies or i.e. supplies for fieldwork with the target group should be specified under Budget Heading 3.
- Proper documentation should be ensured when renting office premises from individuals (private owners).



5. OTHER COSTS, SERVICES

- Usually the longest heading and is related to direct implementation of activities.
- Missing often info on the **relation between cost and activity**. Please, present relations, calculations and sources of information on prices in **Justification of the Budget**.
- Clearly indicate the number and title (or shortened title) of activity in the budget.
- You can also **group costs around activities** for easier review (i.e. organisation of the workshop, provision of home-care service, research activities etc.).



5. OTHER COSTS, SERVICES

5.7 Costs of conferences/seminars⁹

5.7.1. Capacity building of community professionals (activity 2.1.2.)

5.7.1.1. Training sessions: Community based services (2.1.2.1.)

5.7.1.1.1. Trainer/Expert (5 w/d @per expert)

This can also be presented per day.

5.7.1.1.2. Refreshment costs (coffee, water/juice, lunch) - 5 EUR per 60 persons

Per contract	1	1.250,00	1.250,00
Per person	60	5,00	300,00

6. OTHER

- Other costs that can't be presented within other BHs (mainly costs related to works, installations etc.).
- Secondary procurement of the works and specific services – great challenge due to lack of technical knowledge.
- To be careful where works are happening (ownership, sustainability etc.).

6. Other				
6.1 Procurement of greenhouses	Greenhouses	2	1000	2000
6.2 Material for planting in the greenhouse for agriculture	Seedlings	700	1	700



BUDGET HEADINGS 7. – 13.

7. Subtotal direct eligible costs of the Action (1-6)				
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)				
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)				
10.1 Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				
10.2 Volunteers' work	Per day			
11. Total eligible costs (9+10)				
12. - Taxes - Contributions in kind				
13. Total accepted costs of the Action (11+12)				

WORKING SHEET 2 – JUSTIFICATION OF THE BUDGET

CLARIFICATION OF THE BUDGET ITEMS	JUSTIFICATION OF THE ESTIMATED COSTS
<p>Information for each budget line/cost and its connection with the particular activity or action implementation.</p>	<p>Information on how the cost is calculated (real costs or based on simplified cost option).</p>
<p>Budget line 3.2.1. Purchase of 10 PCs for equipping of the Youth Centre (activity 2.2.1.)</p>	<p>The price is calculated based on the online market research conducted (PC Ltd, Your Computer Ltd, Office equipment Ltd). The average price per 1 PC is 500 EUR without VAT.</p>
<p>Budget line 5.7.1. Refreshment costs for Workshop on CV development (activity 2.2.2.)</p>	<p>Refreshment costs are calculated for 15 participants and including two coffee breaks (one coffee break = 1 EUR per participant), one lunch meal and water – 5 EUR per participant. In total, price per one workshop day per one participant is 7 EUR x 5 workshop days x 15 participants. The price presents the average market offer from Hotel X, Congress Centre Y and Community Hub services.</p>

WORKING SHEET 3 – SOURCES OF FUNDING AND SUMMARY

- Provides summary information on the Budget of the Action.
- It should be connected with Working sheet 1 in terms of formulas.
- Co-financing sources can be changed from those envisaged at the application stage and reported in the Final Report (i.e. in case of a new donor awarded support to project implementation).

		EUR	%
Expected sources of funding			
EU/EDF contribution sought in this application (A)		<input type="text"/>	
CO-FINANCING (1+2+3+4) (B)		<input type="text"/>	
1. Other contributions (Applicant, other Donors etc)			
<i>Name</i>	<i>Conditions</i>		
		<input type="text"/>	
2. Revenue from the Action ⁶		<input type="text"/>	
To be inserted if applicable and allowed by the guidelines:			
3. In-kind contributions ⁷		<input type="text"/>	
4. Volunteers' work ⁸		<input type="text"/>	
Expected TOTAL CONTRIBUTIONS (A)+(B)		<input type="text"/>	
Estimated Costs			
Estimated TOTAL ELIGIBLE COSTS ² (C)		<input type="text"/>	
EU/EDF contribution expressed as a percentage of total eligible costs ⁴ (A/C x 100)			<input type="text"/>
To be inserted if applicable and allowed by the guidelines:			
Taxes/In-kind contributions ⁵		<input type="text"/>	
Estimated TOTAL ACCEPTED COSTS ³ (D)		<input type="text"/>	
EU/EDF contribution expressed as a percentage of total accepted costs ⁴ (A/D x 100)			<input type="text"/>



BUDGET AT EVALUATION STAGE





EXPERIENCE

*„The only source of
knowledge is
experience”*

Albert Einstein



EXPERIENCE and registration in PADOR

- The section on Experience requires a detailed presentation of:
 - **Experience in similar actions in the past 3 years** managed by LA, CA and AF – max 1 page per action.
 - **Experience in other actions in the past 3 years** managed by LA, CA and AF – max 1 pager per action and max 10 actions.
- Registration in **PADOR** for this Call is obligatory! If not yet, **register ASAP!**
- **The experience and capacities are an important part of the evaluation process!!!**

The screenshot displays the PADOR registration interface. At the top, there is a header with the 'Call 44' logo and a navigation menu on the left. A central message states: 'Only the Administrative Data and Profile screens are mandatory for all applicants and all PADOR screens will be disabled from editing. To edit any of the remaining screens, please change your status from "unregistered" or "initial edit" to "applicant" on the administrative data screen.' Below this, the registration form is visible, with fields for 'Legal type?' (Private And Public, Non-Profit With Legal Form), 'Small firm?' (Yes/No), 'Fresh business?' (Yes/No), 'Other firm?' (Yes/No), 'Industry?' (dropdown), and 'Special registration type?' (Number, Name, VAT number). The form includes 'Previous' and 'Save' buttons at the bottom.

FINANCIAL AND OPERATIONAL CAPACITY – EVALUATION STAGE

Section	Maximum Score
1. Financial and operational capacity	20
1.1. Do the applicants and, if applicable, their affiliated entity(ies) have sufficient in-house experience of project management ?	5
1.2. Do the applicants and, if applicable, their affiliated entity(ies) have sufficient technical in-house expertise (especially knowledge of the issues to be addressed)?	5
1.3. Do the applicants and, if applicable, their affiliated entity(ies) have sufficient management in-house capacity (including staff, equipment and ability to handle the budget for the action)?	5
1.4 Does the lead applicant have stable and sufficient sources of finance and does its turnover/annual budget indicate a capacity to deal with a grant of the size requested under the call?	5



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