

**3** Days  
Workshop

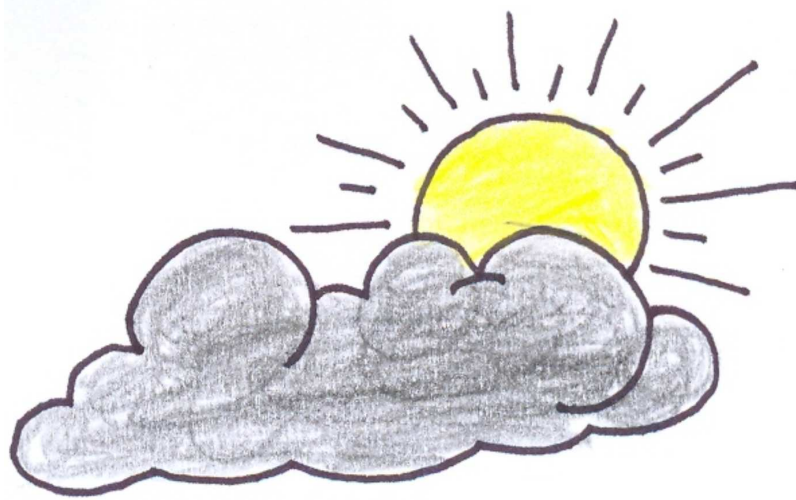
Participant's  
Handbook

# Proposal Writing

May, 2011



FCG Human Capital (Pvt.) Ltd.



# DAY 1

## INTRODUCTION

# WORKSHOP AGENDA



## Day – 1

<b>Session -1</b> Introduction	<b>Session – 2</b> Successful Project	<b>Session – 3</b> Writing a Project Proposal	<b>Session – 4</b> Proposal / Project Appraisal
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## Day – 2

<b>Session -5</b> Idea Bazar	<b>Session – 6</b> Proposal Writing Group Work	<b>Session – 7</b> Feedback & Fine Tuning of Project Proposal	<b>Session – 8</b> Introduction to RFPs (USAID & DAP)
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## Day – 3

<b>Session -9</b> Drafting a RFP (Group Work)	<b>Session – 10</b> Feedback & Fine Tuning of Project Proposal	<b>Session – 11</b> Workshop Evaluation	<b>Session – 12</b> Certification & Close
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## WHEN IS A PROJECT A 'PROJECT'

Any piece of work that has a beginning, an end and some form of 'deliverable' can be considered a project. The project usually constitutes the first (and sadly all too often, the last) cycle of development of a new product (output) and/or change (outcome). The fact that a project has a beginning and an end is both its strength and its weakness. Strength, because it encourages clearer thinking in describing and achieving goals and weakness, because it has a finite lifecycle and so can only deal effectively with change over a limited time span.

### Project proposal

If you are seeking funding for your project then the proposal will normally take the form of a formal application, perhaps using a template. There will likely be criteria that you will need to meet to be successful. However, even if you are working alone and un-funded, including an explicit proposal stage serves a useful purpose.

1. It help you to clarify your reasons for doing the work
2. It forms the basis of a project plan

## A SUCCESSFUL PROJECT IS BUILT ON



great ideas that meet real needs



goals that can be achieved



the right people and resources to carry out the project



strong commitment and participation - including in making decisions



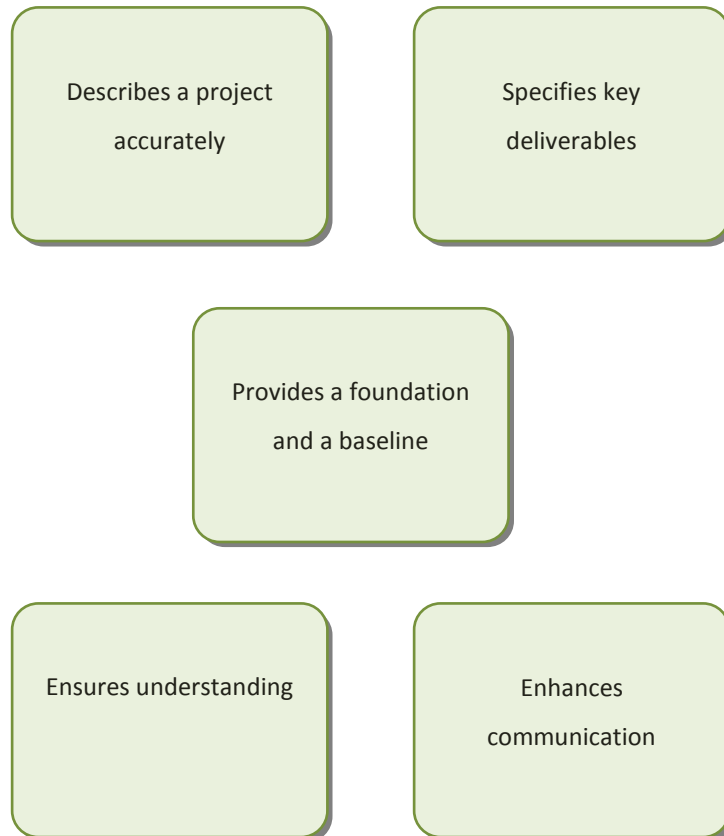
excellent management



plans for future continuation and self-support of the activity

## DEFINING A PROJECT

### A well defined project proposal



## COMMON REASONS WHY PROPOSALS ARE REJECTED

### 1. What am I funding?

Failure to explain what the donor is actually purchasing (funding)

### 2. Does your project duplicate existing projects?

Failure to explain how the project will fit in with other existing projects and programs (context)

### 3. Who are the beneficiaries of your project?

Failure to clearly identify and explain who will be the beneficiaries of the project

Not just the principle target group, but also the wider beneficiaries (e.g. women, children, minority groups, disabled people).

### 4. Will your project be fulfilling a need?

Failure to explain how the projects objectives meet clearly identified need/s – ‘who said it was a need?’ – evidence (refer to statistics, reports, etc).

### 5. Does your projects goals and aims link with your objectives?

Failure to effectively link lower level objectives with overall goals/aims

### 6. Does your project have a realistic timeframe?

Failure to convince the donor that there is a high likelihood that the project will succeed within the specified timeframe. Benefits will be delivered, goals, objectives and work plan are realistic, effective performance measurements will be undertaken.

### 7. Does your project work with the community?

Failure to take into account gender and environment issues and how the project will work with the community i.e., facilitate community participation.

### 8. Will your project's impacts be sustainable?

Failure to address issues of sustainability and impact – what effect will the project have in the short, medium and long-term and which of the projects outputs (achievements) will be sustainable after the project is completed.

### 9. Is your project value for money?

Failure to convince the donor that the project is ‘value for money’ – cost/benefit ratio

## PLANNING TO WRITE A PROPOSAL

### Questions to keep in mind

Before you begin writing, you need to:

1. Be clear about why and for whom you are writing the proposal.
2. Understand the donor for whom you are preparing it.
3. Know yourself, which means being clear about your identity, knowing your strengths and weaknesses, and being able to present a credible track record in areas such as financial management, project impact, technical competence and general management ability.
4. Finally, you need to plan the project, which means understanding the context, setting objectives, and designing a process.



## TYPES OF DONORS

### Government Agencies

Government agencies and various ministries have funds available for the civil society organizations. These may include Ministry of Women Development or specific ministries for service delivery like Health or Education. Many international donors also prefer to disburse aid through government agencies at times.

### International Donors and Local Philanthropists

These may include international aid agencies like USAID, AUSAID and DFID or local individuals or organizations who are interested in funding development organizations like TVO.

#### Tips in regard to funding resources:

Find out by internet, email or phone

- What the specific application requirements are and follow these guidelines
- If they categories their grant monies into particular themes or subject areas of work and choose your approach accordingly
- if they are currently prioritizing particular themes, approaches or geographical regions
- deadlines for applications

### Corporate Donors

There are two reasons a private company might contribute. One is that they have a philanthropic policy, they are an organization that likes to assist those in need. The other is that they are looking for a Public Relations or marketing opportunity, which will lead directly to more exposure or publicity and then to more sales for them.

In this second case the organization will want to know “What is in it for me?”

So try and find a way they are likely to benefit. Find a way to promote their name and recognize the assistance they have given.

There are three types of assistance you might request.

<b>Money</b>	<b>Goods or services for your use</b>	<b>Items you could raffle to raise funds</b>
Funding or financial support to either service provision of support to beneficiary (cash or in kind)	<p><b>Goods might include:</b></p> <p>Office equipment like computers, printers, photocopiers, answering machines, chairs, tables, refrigerator, air conditioners, microwave etc.,</p> <p>Consumables like paper, nutritious foods</p> <p><b>Services could include:</b></p> <p>Printing, travel, hire of rooms</p>	Those would include anything that might be suitable to raffle as a desirable prize, from TV sets or mobile phones to dinner in a restaurant or a weekend at a hotel.

***Why is it helpful to think about the different kinds of funding agencies?***

Because you will be able to match the project you have in mind to the interests and concerns of each agency, and the amounts of money that each agency is likely to have available. You will also be able to anticipate some of the problems that may occur.

If you do not have much experience, it can be useful to speak to other civil society organisations about their experiences with different kinds of agencies.

## WHAT DO DONORS WANT?

<b>IMPACT</b>	<b>Acquire knowledge</b>
To make an impact or a difference – they want their money to count, they want the work they fund to be successful, and they want to be seen to be successful.	To acquire knowledge, understanding, information.
<b>Share Knowledge</b>	<b>Influence</b>
To share knowledge, understanding, information, and, in so doing, add value to their chosen interventions.	To increase their influence in addressing what they consider being the problems of the world, the region, the country, or a particular area.

## KNOW YOURSELF



Who are you and who will benefit from the project



Why are you planning a project



What do you hope to achieve



How will you proceed.



Where will the project take place



When will it take place

## WHOSE PROJECT?

### Who are you? = “Project Applicant”

- Background of your organization or group. How was it started? Why?
- Activities and services. What does the group do?
- Previous experience, skilled people, or public support.
- Highlight anything that relates to the project.
- Never use language that could be perceived as an attack towards any other organization or institution.
- Carry out an analysis of your organization’s strengths prior to preparing the proposal and then showcase these strengths.
- Show that your planning process is participatory and takes into consideration the opinions of the target group.
- Prepare a short document that presents your past experience (organizational record) and attach it to the project proposal.

### Who are the partners working with you? = “Co-operating Partners”

The involvement of other organizations in your project shows that you have support from your community and can access skills you might not have within your group. If you have been involving government bodies or other businesses, even if only for funding, this support adds strength to your proposal.

### Who are the women among you? = “Women’s Participation”

Because women are on the sidelines of activities and decision-making, it is important to most agencies to know that they are fully included in the project. Ideally 50% of the project participants will be women. But that is not enough. They should also be fairly represented among the planners and decision-makers of your organization and project leadership.

### Who are the beneficiaries?

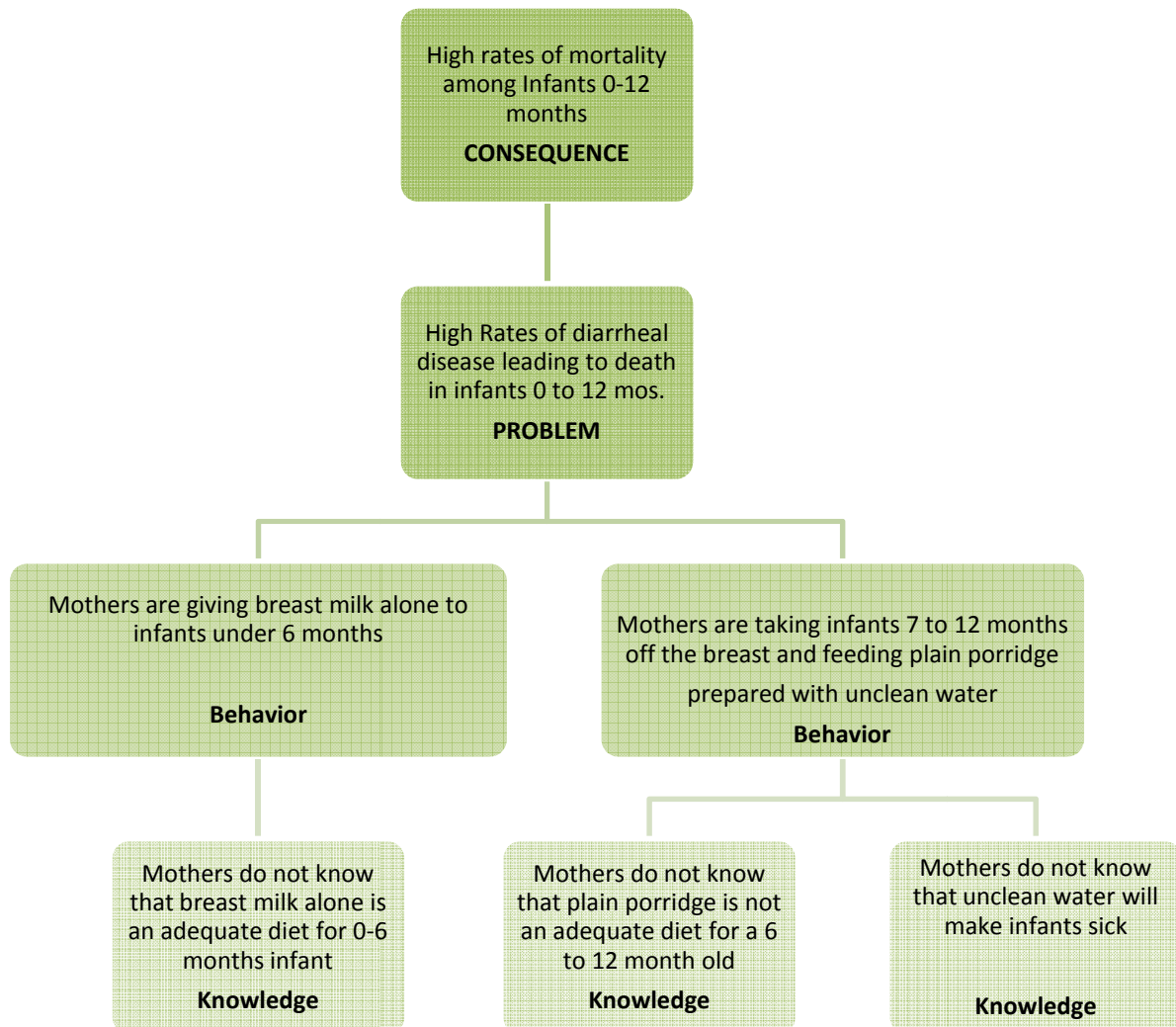
The beneficiaries are the people on whose behalf the project is being organized. They may include some of the people mentioned above among the partners that are coordinating the project. Generally, the beneficiaries include the participants who will benefit directly from their involvement in the project. In addition, there will be indirect beneficiaries, who may not be active in the project but whose lives will be affected nonetheless.

## WHY DO YOU NEED THIS PROJECT?

In describing the project background, share some of the information gathered in discussion groups, surveys and background research. You may wish to include the numbers and types of disabilities that are present in your area of interest. Then, make a connection between your organization and this project in improving the situation.

## DIAGRAM OF PROBLEMS

The problem tree helps to visualize the problem in an integrated way and helps to define intervention strategies. This type of visual, demonstrating the problem, causes, and consequences, often prompts more questions and discussions about whether or not relevant causes have been identified.



## WHAT DO YOU HOPE TO ACHIEVE?

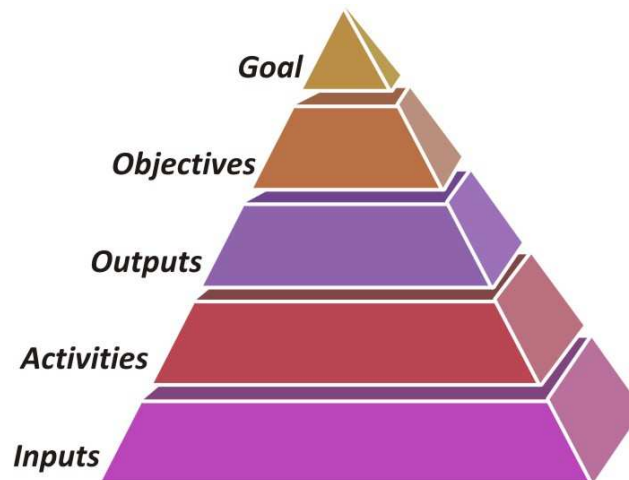
### “Overall and Immediate Objectives”

What you do you hope to achieve can be divided into two parts:

1. in the long term (Impact) and
2. by the end of the project (Outcomes, outouts/objectives).

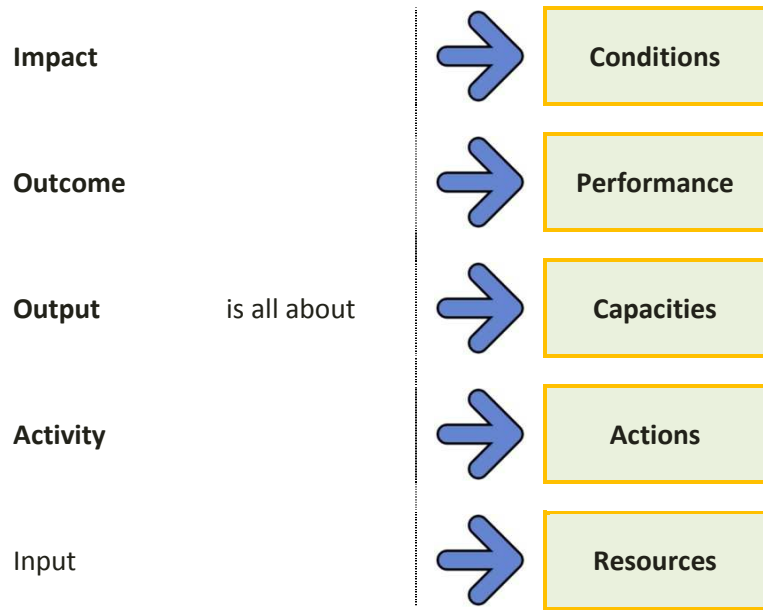
Term	Description	Example	Form
<b>Vision</b>	A sense of what the project aims to achieve in the broadest terms	Reduce social exclusion	
<b>Outcomes</b>	Broad view of the aims of the project	Improve service delivery of information to the public	
<b>Objectives</b>	What the project will do should be readily measurable	Develop a website Produce a pamphlet Set up a telephone help-line	
<b>Deliverables</b>	What the project will produce	A website, a pamphlet, a help-line	Nouns the ‘what’
<b>Tasks</b>	The activities that are required to produce the deliverable – usually many tasks per deliverable	Design the pamphlet, Commission content, Select typesetter etc.	Verbs the ‘how’

### Hierarchy of Typical Project

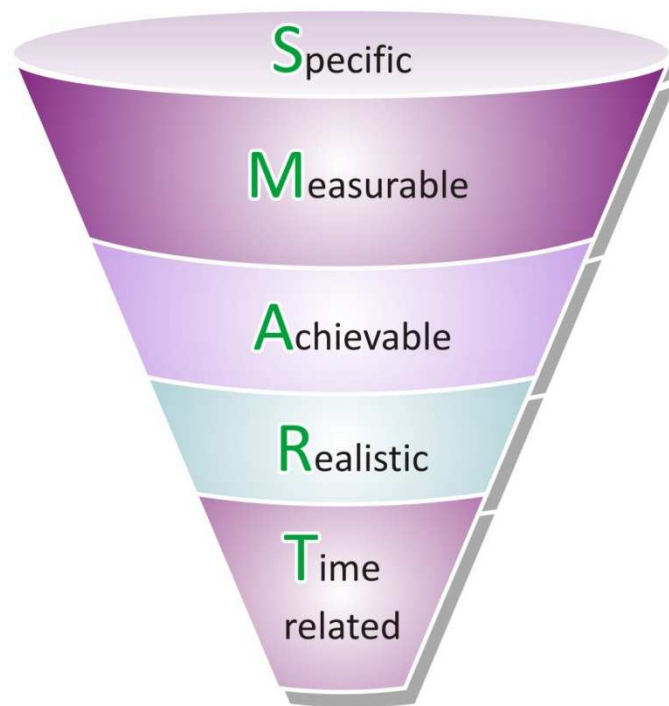




## A SIMPLER WAY TO REMEMBER...



## SMART OBJECTIVES



## WHERE, WHEN, HOW

### Will the project happen?

- These questions lead us into the nuts and bolts of the project proposal.
- At this point, it is especially important your team has the skills needed to develop a clear plan for how the activity will be managed.

There are seven essential areas of your plan:

### Description of Activities

The activity is the plan you chose to solve your problem.

### Work Plan

A **work plan** provides all the organizational details of your activity, including a schedule and related resource needs. It should offer a complete picture of how the project will be organized from the beginning to the end of the project.

### Time-line

The **time-line** is not necessarily based on the calendar, but more likely the number of weeks or months required for the various stages of the projects and activities within them. Before you set your time-line, check any important dates that might effect your project. To develop the time-line, use your work plan. Decide how long each activity will require and when it should take place. Provide a project completion date.

## PROJECT PROPOSAL OUTLINE

<b>Summary</b>	A brief introduction to your proposal. Emphasizes what you want to do and how will you achieve it.
<b>Background/Introduction to the Issue</b> The Whose and Whys	Definition of the issues and gaps in past interventions Relevant experience of the organization
<b>Desired Results</b> The Whats	Impact Outcomes Output
<b>Resources and Activities</b> The Whens, Wheres and Hows	A detail of how you will achieve the results that are claimed in the above section.
<b>Budget</b> Resources	A realistic detail of inputs required to perform above activities.
<b>Evaluation Plan</b> Accountability and Transparency	This section includes how you will ensure that resources are used adequately and justifiably and consequentially achieve the results.
<b>Sustainability</b>	A brief description of how the results of the interventions will continue after the end of project.
<b>Conclusion</b>	A summary highlighting major points of your proposal
<b>Appendices</b>	Contain necessary additional information required that does not fit the logical arrangement of the section or disrupts the reading of main section

## OTHER MAJOR SECTIONS OF THE PROJECT PROPOSAL

### Budget

In order to plan your **budget**, you must first consider all the different resources required to carry out your project. These are sometimes referred to as the **means** or **inputs** of the project.

The budget section should demonstrate your organization's ability to manage money in an effective and responsible manner.

- Present a realistic estimate of the funds required to achieve the program's objectives.
- Clearly outline the total cost of the initiative
- Specify other sources of funding; in some cases, committed funding can provide "leverage" to influence the granting of new/additional dollars.
- Present a budget statement in a tabular manner, listing income sources and amounts first and then expense items and amounts.
- Income includes items such as:
  - earned income, e.g., sales of products or services
  - contributed income, e.g., donations, grants, fundraising activities
  - donations in kind, e.g., donations of labour, meeting space, use of equipment.
- Expenses include items such as:
  - salaries and benefits
  - contract payments
  - rent and administration
  - program materials
  - travel and lodging.
- Base figures on sound research.
- Clearly state any assumptions you make and explain unusual items using footnotes/endnotes.
- Make sure that all calculations are accurate and that the budget balances.
- Indicate your intention to follow accepted accounting procedures and keep an audit trail.

## MANAGEMENT STRUCTURE

Most organizations and groups automatically elect or appoint members to carry out key responsibilities. Some of these are the chairperson or president, vice president, treasurer and secretary. Possibly your organization also has one or more staff persons and a small secretariat. Possibly you have neither. Maybe you have a partner organization that is providing staff persons... Whatever the case, there should be at least two organizational levels:

1. Project team or staff
2. Supervisory structure, such as the board of directors

## MONITORING & EVALUATION

Evaluation is an important process through which you determine whether the program's expected outcomes are achieved and how effectively the program was implemented. In this section, you will describe how you plan to assess your program's results and/or the effectiveness of the program activities.

- For medium to long-term projects, consider including a plan for evaluating success at various stages of the project and for modifying your activities or plans if required.
- Include evaluation costs in your activity budget; estimate your costs, including staff time, materials and services required (including in-kind contributions).
- Try to involve potential program participants and key project stakeholders in developing evaluation criteria.
- Establish measurable indicators of success for short and long term outcomes.
- Whenever possible, evaluation plans should include both quantitative and qualitative methods:
- Quantitative methods focus on things that can be counted or directly measured, e.g., number of participants involved, number of sessions conducted,
- Qualitative methods are generally used to provide more in-depth information about individual experiences, perspectives and context, e.g., subjective benefits or changes in attitudes or perceptions reported by program participants.
- Describe how the data will be collected, analyzed, and stored:
- Methods of collecting quantitative data include structured choice survey questions, tracking forms and service utilization
- Methods of collecting qualitative data include open-ended survey questions, focus groups, in-depth interviews, diaries/journals, or forums.
- Describe how you will use and communicate the evaluation results (be sure to obtain consent from participants before using any information that they provided).
- You may find it helpful to develop a chart or "logic model" showing the link between activities, outcomes and indicators of your initiative.

## SUSTAINABILITY

In the long term, the activity you are planning will no longer be supported by project funding. If it is successful, it is likely that it will not be thought of as a “project” at all. Instead it will be included in the regular operations of your organization. Or, if it was a one-time training event, the event itself will be over, but the expected results (increased skill level of participants) will be carried forward to new personal or organizational development opportunities. This transition of the one or two-year project to regular community life is called “sustainability.”



## HOW DO WE JUSTIFY A PROJECT?

#	Project justification Checklist	Yes	No
1	Is the project worthwhile?		
2	Are the benefits greater than the costs?		
3	Is this the best way to achieve these benefits?		
4	Can similar benefits be achieved more efficiently by some other approach?		
5	Is this the best place to allocate resources?		
6	Do other projects have greater payoff?		
7	Are other types of benefits more important?		

## PROPOSAL APPRAISAL

Component	Yes	No	Rating (1-5)	Comments/Suggestions
<b>1. Overall Impression</b> 1.1 Title 1.2 Logical Flow 1.3 Layout/Visual Attractiveness 1.4 Grammar 1.5 Spelling				
<b>2. Summary</b> 2.1 Appears at the beginning of the proposal 2.2 Identifies the grant applicant 2.3 Includes at least one sentence on credibility 2.4 Includes at least one sentence on expected outcomes 2.5 Includes total cost, funds already obtained and amount requested in this proposal 2.6 Is brief/succinct 2.7 Is clear 2.8 Is interesting 2.9 Is motivating				
<b>3. Definition of Issues</b> 3.1 Relevance 3.2 Evidence 3.3 Logic				
<b>4. Credibility</b> 4.1 History 4.2 Track record 4.3 Partners/Advisors				
<b>5. Desired Results</b> 5.1 Specifies outputs, outcomes and impact 5.2 Specific 5.3 Measurable 5.4 Attainable 5.5 Realistic 5.6 Timely 5.7 Describes the specific population that will benefit				
<b>6. Resources and Activities</b> 6.1 Relates to Desired Results 6.2 Clear 6.3 States reasons for the selection of activities 6.4 Describes sequence of activities/timelines 6.5 Describes project staffing e.g., names, titles, qualifications, tasks 6.6 Presents a reasonable scope of activities that can be conducted within the time and resources of the program/project				
<b>7. Evaluation Plan</b> 7.1 Presents a plan for evaluating accomplishment of outcomes 7.2 Presents a plan for evaluating and modifying methods over the course of the program/project 7.3 Identifies who will be doing the evaluation and				

how they were chosen 7.4 Clearly states criteria of success 7.5 Describes how data will be gathered 7.6 Explains any tools or questionnaires to be used 7.7 Describes the process of data analysis 7.8 Describes how evaluation results will be shared				
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<b>8. Budget</b> 8.1 Income 8.2 Expenses 8.3 Evidence that cost estimates are based on sound research				
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<b>9. Leverage</b> 9.1 Alliances/Partnerships 9.2 Sustainability 9.3 Demonstrates clear "value for the money"				
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<b>10. Conclusion</b> 10.1 Concise 10.2 Demonstrates a level of confidence				
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<b>11. Things to Omit</b>				
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<b>12. Things to De-emphasize</b>				
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<b>13. Things to Emphasize More</b>				
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<b>14. Any other comments ...</b>				
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## GENERAL WRITING TIPS FOR A STRONG PROPOSAL

- Most foundation boards prefer short, succinct proposals that show clarity of thought and purpose.
- If you don't have solid writing skills and experience, ask for help from someone who does.
- Ensure key goals and planned outcomes are clearly stated - get to the point early.
- Use the active rather than passive voice (e.g., "we will help street youth" instead of "street youth will be helped").
- Describe the human element of your project instead of concentrating on theoretical ideas.
- Don't leave readers to assume anything.
- Be honest about your organization's strengths and weaknesses.
- Use an enthusiastic and positive tone, but remain credible.
- Write a complete first draft before attempting an edit.
- Be certain that you can achieve the project objectives you make in your proposal: if approved, your proposal becomes a legal agreement.
- Identify a contact person: someone who is readily available and able to answer questions about

## KEY DEFINITIONS & TERMS

<b>Activity</b>	action taken in a project to move from plans and objectives to results
<b>Beneficiaries</b>	those who will benefit from the project, directly (the trainees for example) or indirectly (the families or businesses that also benefit from new skills)
<b>Budget</b>	detailed breakdown of expected costs
<b>Evaluation</b>	a critical review of the project, including a measurement of the results. Evaluators consider what happened, why it happened that way, and what might be done differently next time.
<b>Impact</b>	the effect of the project
<b>Indicators</b>	signs that show that an objective or expected result has been fulfilled
<b>Monitoring</b>	periodic checking of actual project progress versus expected progress
<b>Project</b>	a planned activity designed to meet clearly defined objectives with described resource in a specific time period
<b>Resources</b>	the personnel, materials, services, travel and other items needed for the project to take place
<b>Stakeholders</b>	groups and organizations who have an interest in the project, even if they have reason to be concerned about or dislike it. The list might include other community organizations, government or city officials, business persons, or media.
<b>Sustainability</b>	long-term integration of the new project into the systems, institutions and community life of the targeted population group.

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### References:

- A Development Cooperation Manual for Non-Governmental Organizations, Ministry of Foreign Affairs in Finland



# DAY 2

## GENDER

## ELEMENTS AND FEATURES OF PROMISING PROGRAMS?

The specific elements and features of gender-specific programs vary, depending upon such factors as the specific needs of the population being served, the size and scope of the program, and the goals of the sponsoring agency.

Promising programs, however, share most of the following elements and features:

1. **ORGANIZATION AND MANAGEMENT:** Gender-specific programs are organized to create an environment in which women/girls can make positive life changes.
2. **STAFFING PATTERN:** In reviews of promising programs conducted for this report, the single most favorable aspect was invariably identified as a charismatic or "authentic" program staff. Staff who had "been there" themselves, who "walked the talk," seemed to have a better understanding of the issues women/girls were facing in their own lives.
3. **STAFF TRAINING:** For some staff members, gender-specific programming will be a completely new concept. All staff, both male and female, may have preconceived ideas or biases about female issues. Effective staff training allows for staff to share a common set of understandings about women/girls and to convey consistent messages to program participants. Gender-specific staff training focuses on:
4. **INTAKE PROCESS:** Beginning with their intake into a gender-specific program, women/girls should be treated as individuals.
5. **EDUCATION:** Education in gender-specific programs addresses the needs of the whole person, including her academic, social, and life skills.
6. **SKILLS TRAINING:** Effective programs help women/girls discover their strengths and adopt prosocial skills. Specific program components may include:
7. **PROMOTE POSITIVE DEVELOPMENT:** Effective programs teach women/girls that development is a life process. If they have gotten off a positive developmental track due to life challenges or risky behaviors, they can make changes and get back on track. (Problem solving, Positive relationship skills, Community-based initiatives, Discovery of strengths and abilities, etc)
8. **CULTURALLY RELEVANT ACTIVITIES:** —Valuing diversity: Programs that value diversity work to counter negative stereotypes about race and culture that some girls may have internalized.
9. **CAREER OPPORTUNITIES:** Effective programs encourage women/girls to explore and prepare for careers. Role models from career fields women have not traditionally pursued, such as professional-technical training, abilities, and skills mesh with real-world job opportunities, etc.
10. **HEALTH SERVICES:** Effective programs provide women/girls with comprehensive health services, promoting physical and mental wellness.

11. **RECREATIONAL ACTIVITIES:** Effective programs provide recreational activities that give women/girls challenging, positive experiences.
12. **MENTORING:** Effective programs give women/girls a chance to interact with females who have mastered life challenges of their own. In particular, girls benefit from programs that incorporate gender-based role models.
13. **PEER ACTIVITIES:** Effective programs recognize the importance of peers to adolescent girls.
14. **COMMUNITY INVOLVEMENT:** By involving women/girls in their communities in positive ways, programs help women/girls see themselves as contributing members of society.





## IDEA BAZAR

- Economic Empowerment
- Community Infrastructure
- Advocacy and Awareness
- Women role in Agriculture
- Gender based violence
- Domestic violence
- Women economic empowerment
- Women social entrepreneurship
- Gender Advocacy
- Sexual Harassment
- Harassment at workplace
- Water and Sanitation
- Gender and Justice – Access to Justice
- Health and Hygiene
- Breaking the Glass Ceiling
- Youth Empowerment
- Youth Leadership



**DAY 3**

**GENDER**

## THE SEVEN DEADLY SINS OF PROPOSAL WRITING

- 1. The application doesn't have a clear focus.** It does not concisely and compellingly convey what you want to do, why it is important, how it relates to the interests of the funding source and why you are the best qualified to carry it out. This is especially critical in the abstract or executive summary. A proposal can also look unclear if it is loaded with jargon or isn't written clearly and directly.
- 2. Presentation is sloppy.** An application with any misspellings, typos, poor grammar and coffee stains (or other unidentifiable blobs) signals a sloppy mind and disrespect for the recipient. It is **really** important to correctly spell the name of the funding source to which you are applying. One program officer recalled a proposal that spelled the name of her foundation seven different ways, apparently operating on the erroneous assumption that at least one of them would be right and the other six forgiven. **Do not rely solely on the word processor's spell checker. Proofread carefully.**
- 3. Proposal is unsound.** This is often a sin of commission--of simply biting off more than you can chew and promising far more than can reasonably be accomplished. Funders of research particularly cited "unrealistic plans" as something that quickly kills their interest in a proposal. But it can be a sin of omission, too--of simply failing to show how the project's proposed goals, procedures, and resources tie together in a coherent, creative and manageable project. **A colleague can help you judge if the internal logic of your project is adequately conveyed in the proposal. If not, do a rewrite.**
- 4. The proposal has an "internal" rather than an "external" focus.** Most funding sources give money to improve the lives of people, build better communities, advance society, create new knowledge or for other high-minded reasons. They seldom make awards because an organization needs a new way to pay its staff or an applicant wants to upgrade facilities. Unfortunately, every day, public and private funding sources receive literally hundreds of proposals that are preoccupied with how the requested money will benefit the applicant, rather than the a scheme for chasing grant money, rather than a real commitment to the problem the donor is trying to solve. **You must demonstrate that the project that has not been designed in isolation from those it is to serve or from other organizations whose cooperation is essential for success.** "Working with," as opposed to "doing things to" others (especially your clients) is the message you want to convey.
- 5. Budget problems.** Experienced donors who see lots of proposals can quickly judge whether the costs are unrealistic (either over or under a feasible budget), are larded with nonessential expenses or are "asking for the moon." Padded budgets are proof of either incompetence or bad faith. Ask for what you need. **Many reviewers look at the budget first as a way to decide whether they want to bother reading the rest of the application.**
- 6. Instructions weren't followed.** Most funding sources sincerely expect that you will give them the courtesy of answering all the questions they have asked and of following the instructions. You may feel there isn't much logic in their forms, but now is not the time to demonstrate your creativity by coming up with your

own proposal format. **Double check that you have included all of the information requested. Obey word and page limits. Omit irrelevant supplementary materials. Send the right number of copies. “Not following the rules” is one of the quickest ways to ensure your proposal isn’t funded**

7. **Deadline was missed.** Good proposals take time to prepare, and every organization has internal review steps that must be completed before the proposal can be submitted. Some programs require additional reviews at the state or regional level or, because of the nature of the project, expect approvals by professional committees of one kind or another. If you plotted these out on a timeline and built in a factor for inevitable delays or last-minute negotiations, you should be okay. **Few funding sources will consider a proposal if it has missed the application deadline.** Be certain you know if it is a “postmark deadline” (the proposal was stamped at the post office by a certain date) or a “receipt deadline” (it is in the hands of the donors by a certain date).

## GROUP WORK

### WRITING A SAMPLE PROPOSAL/CONCEPT PAPER

#### Concept Paper

Often, to developing a full proposal, which can be a lengthy and detailed document; it is advisable to develop a shorter document called a concept paper. This document is generally two to five pages long and gives an overview of your ideas for a new project.

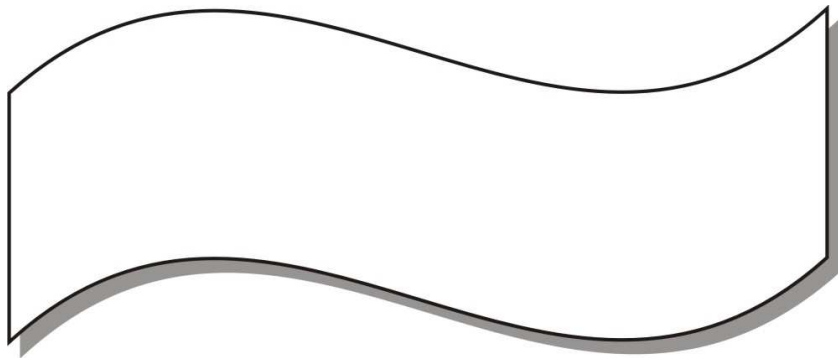
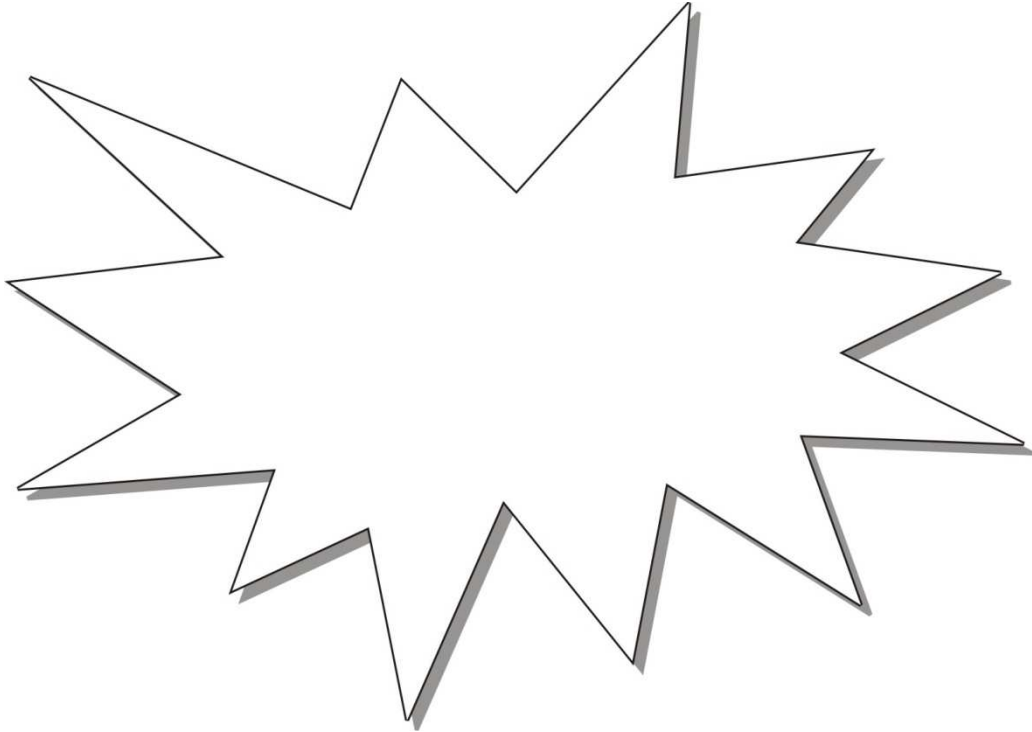
In a concept paper, you will present most of the sections that are also in a proposal; the difference is that these sections can be brief. The different sections-Introductions and Justification, Objectives, Activities, Monitoring and Evaluation, Strengths and Innovation and a rudimentary budget-each should be described in a few paragraphs.

You may present an overall budget figure and the major expense categories that will compose the budget. Remember, at this stage, you need not have worked out all the details; the concept paper is designed to determine whether a donor is interested in receiving a full proposal. Preparing a concept paper before writing a long proposal will save your time. Donors also appreciate the opportunity to review a shorter document to determine their interest in the project.

For a concept paper, the following format may be followed:

1. Name of Organization
2. Title of Project
3. Potential Donor
4. Justification: What problem will the project address?
5. Experience of the Organization: Why is the organization qualified to address this problem?
6. Goal and Specific Objectives
7. Strategies / Activities
8. Expected Results (related to each objective)
9. Strengths and Innovation: Why is this project innovative or why will it succeed?
10. Monitoring and Evaluation
11. Budget

## PROPOSAL WRITING TO WIN GENDER GRANTS



## PROPOSAL WRITING TO WIN GENDER GRANTS

<i>Name of Organization</i>	<i>Geographical Presence</i>
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<i>Core Thematic Area</i>	<i>Type of Services Offered</i>
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<i>Proposed Project (Title)</i>	<i>Area</i>
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<i>Target Beneficiaries</i>	<i>Gender Theme</i>
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**EXPERIENCE OF THE ORGANIZATION: WHY IS THE ORGANIZATION QUALIFIED TO ADDRESS THIS PROBLEM?**

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**EXPECTED RESULTS (RELATED TO EACH OBJECTIVE)**

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**MONITORING AND EVALUATION PLAN (HOW PROGRESS WILL BE MEASURED)**

A series of horizontal dashed lines providing space for writing the Monitoring and Evaluation Plan.





# **SAMPLE PROPOSAL / APPLICATION FORMS**



## **GUIDELINES FOR THE AMBASSADOR'S FUND COMPONENT**

Small Grants and Ambassador's Fund Program (SGAFP)

### **Small Grants and Ambassador's Fund Programme**

Project Office: 10, Street No. 56, F-6/4, Islamabad

T: +92 51 2827725-27; Fax. No. +92 51 2827728

Email: [info@sgafp.org.pk](mailto:info@sgafp.org.pk)

Website: [www.sgafp.org.pk](http://www.sgafp.org.pk)

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## INTRODUCTION

The SGAFP has developed these guidelines to assist prospective grant applicants in submitting their applications and later on managing the grants awarded.

### Section One: Pre-award

**Ambassador's Fund Program (AFP):** will support community-developed self-help projects lasting up to one year. Grant awards will normally be up to \$100,000. However in exceptional circumstances, to be determined by USAID, this amount may go up to \$ 250,000. The overall purpose of the fund is to enable the US Ambassador to respond to urgent community needs or opportunities that may arise in Pakistan. Applicants/beneficiaries should be willing to contribute approximately 25% of project resource requirements; in exceptional circumstances this clause may be reviewed.

To be eligible for support under the AFP, a proposal should:

- Improve basic economic or social conditions in Pakistan directly with the people at the local community level;
- Support high-impact, quick-implementation activities which benefit a large number of people within one year without requiring further funding;
- Be limited to organizations that demonstrate adequate management capabilities to plan, organize and execute activities, utilizing local personnel and resources, whenever possible;
- Not initiate, continue, or supplement Technical Assistance programs.

The AFP aims to empower people and organizations to stimulate change from the grassroots level.

The SGAFP supports, but not restricted to, the following sectors:

- Education
- Health
- Governance
- Agriculture
- Energy
- Economic Growth
- Social Assistance (rehabilitation of floods and other disaster affectees)

### Applicants

The SGAFP is open to applications from Pakistani NGOs, CBOs, and private sector organizations provided they meet the selection criteria. These organizations must have been established for a minimum of six months for the Ambassador's Fund prior to applying for the grant. In exceptional cases, where justified, this may be referred to USAID for a decision. The organization's activities should focus on the SGAFP's primary program sectors.

### Ineligible organizations

- Individuals
- Political Parties
- Foreign-based organizations
- Government Institutions
- Faith-based Organizations whose objectives are discriminatory and/or serve religious purposes; and
- Informal Alliances without legal status

### List of Ineligible Activities

Please note that grants CANNOT be used for:

- a) Religious or military activities, as well as those relating to police, prisons, or other law enforcement, surveillance equipment, creating, continuing, or supplementing technical assistance programs.
- b) Duplicating other US Government programs.
- c) Benefiting personally or politically any employee (e.g. direct hire, contractor, part-time) of the US Government, or the spouse or family member of a US Government employee, from the selection of Fund activities.
- d) Relocation or expansion outside the U.S. of an enterprise located in the U.S. if non-U.S. production in such relocation or expansion replaces all or some production and reduces the number of U.S. employees.
- e) Production of agricultural commodities for export those are likely to have a significant impact on competing U.S. exports.
- f) Contributing to the violation of internationally recognized rights of workers;
- g) Any single Fund activity in excess of \$100,000, with exceptions made up to \$250,000 on a case by case basis.
- h) Support of educational or other facilities used to a significant degree by U.S. employees or their dependents, abortion-related facilities and services.
- i) Luxury goods and gambling equipment, toxic or otherwise unsafe products such as pesticides or hazardous chemicals.
- j) Used equipment in order to avoid associated recurring maintenance and support costs. There is a general policy of financing only new equipment unless it is simple in design and spare parts are available locally, which may actually have operational and maintenance advantages in less developed countries.
- k) Assistance to any individual or entity involved in illegal drug trafficking as noted in Section 487 of the FAA.
- l) The support, benefit, or other types of services associated with those persons or entities listed under Executive Order 13224, or determined to be subject to this order or other subsequent laws or orders, who commit, threaten to commit, or support terrorism; or any other activity barred under the FAA and past, present and future legislation appropriating funds for foreign assistance.

Under the Ambassador's Fund Program, there are certain additional activities which are outside the mandate, including:

- Refugees: The special needs of refugees and returnees are funded by various U.S. programs other than the Ambassador's Fund. In certain cases, however, funding is permitted. For instance, it is appropriate to assist local populations in refugee-affected areas where refugees have limited agricultural, water, health, or other resources/services. Assistance may also be given to returnee populations who are no longer receiving UNHCR or other international aid and who need help re-establishing themselves in their country of origin.
- Human Rights-Related Activities: Seminars and publications of journals and constitutions should be avoided but could be considered for other funding mechanisms.
- Multiple Grants: The multiple grants are allowed. However, it will be decided on a case to case basis. Nonetheless the applicants should prioritize their applications as one application will be processed at one time.
- Pesticides, Fungicides, and Herbicides: Environmental procedures pursuant to US Congressional regulations restrict funding for development assistance from being used to purchase pesticides, fungicides, and herbicides.
- Revolving Loan Funds/Seed Money: Ambassadorial Funds are meant to be used for goods and services which can be receipted and which produce a tangible end product. Revolving loan funds and grants for seed money for new enterprises do not meet this test, so should be avoided.
- For the Ambassador's Fund, there are only two permissible uses of funds beyond the projects themselves: the purchase of signs to identify projects as US Government-funded; and the use of Ambassadorial Funds to cover non-federal audits or evaluations of programs which may be experiencing problems.

### **How to apply for the Ambassador's Fund Program**

- 1) Submission of application on prescribed format as given below.
- 2) The applicants should fill the form carefully with special emphasis on the following critical aspects of the proposed project:
  - Objectives and key activities
  - Implementation strategy
  - Monitoring mechanisms
  - Itemized budget

### **Processing of Applications by SGAFP**

- 1) Acknowledgement of receipt will be sent to the applicant organization by SGAFP.
- 2) Desk review of the application

- 3) If an application lacks critical information as mentioned above, it will not be processed further and the applicant will be informed accordingly. However the applicant may re-apply as a fresh case after fulfilling the requisite criteria.
- 4) Technical assessment of the application by subject specialists at SGAFP
- 5) Institutional Assessment –pre- qualified organizations will undergo an in-depth assessment at field level for a review of their financial systems, management capacity, internal controls, and relevant documentation (like registration, audit reports, project reports, policy manuals etc.)
- 6) Technical assessment of the proposal, if needed, at field level
- 7) Appraisal of the proposal by the SGAFP’s Technical Evaluation Committee and recommendations to USAID
- 8) Final decision by USAID and its communication to the applicant

**Note:** Additional information may be requested from the applicant at any of these stages by the SGAFP or USAID/Pakistan.

**Notes for all applicants:**

- 1) Please allow minimum of six weeks for a review, assessment and final decision;
- 2) If an applicant has submitted more than one application, the SGAFP will process only one application at a time. Therefore the applicants should prioritize their needs and submit an application for the most pressing need;
- 3) In case of award, the grantee should first complete the awarded project before applying for another grant, if any;
- 4) If an application is not awarded/processed for any reason and the same has been communicated, the applicant may then submit a fresh application after addressing the short comings as pointed out for the non-awarded application.

# APPLICATION FOR GRANT FUNDING UNDER THE AMBASSADOR'S FUND PROGRAM

Please submit all applications to:

Deputy Chief of Party  
Small Grants and Ambassador's Fund Program  
House no. 10, Street 56, Sector F-6/4  
Islamabad, Pakistan  
T: +92 51 2827725-7

1) Date of Application: \_\_\_\_\_

## Section A: The Organization

2) Contact information

- a) Name of organization: \_\_\_\_\_
- b) Type of the organization (CBO/NGO/  
Private sector/Others – specify) \_\_\_\_\_
- c) Name of the head of organization \_\_\_\_\_
- d) Postal Address: \_\_\_\_\_
- e) Office phone number – landline \_\_\_\_\_
- f) Cell Number (organization head): \_\_\_\_\_
- g) Fax: \_\_\_\_\_
- h) Email: \_\_\_\_\_
- i) Website: \_\_\_\_\_
- j) Key Contact person \_\_\_\_\_

3) Date of establishment of organization: \_\_\_\_\_

\*Please note that for registered organizations this will be the date of registration, for non-registered organizations this will be the date the first resolution was passed.

4) Bank Account Information

- a) Bank Name: \_\_\_\_\_
- b) Title of Account \_\_\_\_\_
- c) Bank Account Number: \_\_\_\_\_
- d) Branch Address: \_\_\_\_\_
- e) Phone Numbers: \_\_\_\_\_
- f) Fax: \_\_\_\_\_
- g) Branch Code: \_\_\_\_\_

5) Legal Status: (Tick the relevant section)

- Registered under Societies Registration Act 1860
- The Voluntary Registered under Social Welfare Agencies (Registration and Control) Ordinance 1961
- The Voluntary Social Welfare Agencies (Registration and Control) Rules, 1962)
- Registered under Cooperative Societies Act 1925
- Registered under Section 42 of Companies Ordinance 1984
- Social Welfare Agencies (Registration & Regulation) Act 1996



- Registered under Trust Act 1882
- Charitable Endowment Act 1890
- Others, Please specify: \_\_\_\_\_

\*Please enclose a copy of your **organization's registration certificates** as an evidence of the above selected legal status.

**6) Other Information of organization**

- a) Fiscal Year End
- b) Accounting System in Place  Yes  No
- c) Computerized Accounting system  Yes  No
- d) Accounts ever audited? (please attach reports)  Yes  No
- e) Organization chart attached (attach brief CV of two key persons)  Yes  No
- f) Grant requested from other donor(s) as well for this activity?  Yes  No

**7) Organizational Mission and Capacity**

- a) A description of your mission, or a Mission Statement if available.
- b) What are the goals of your organization?
- c) A brief description (in bullet points) of the services/activities your organization provides:

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Do you have direct working experience with local communities? If yes, please explain. Also please provide a list of current and previous beneficiaries (NGOs, CBOs, etc) that your organization has assisted

Beneficiaries/organization	Number	Support/ assistance provided

- d) Have your organization worked in partnership with other NGOs, CBOs, local authorities, private businesses etc.? If yes, please give details below.

Organization, Business or Institution	Description of Partnership

- e) What are the major funding sources of your organization?

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f) What kind of projects have you implemented? Please provide details of such projects implemented during the last three years, if applicable?

Donor/Funding Source	Project	Services Provided	Project Year	Total Budget

**8) Monitoring, Evaluation and Accountability**

How does the organization monitor and evaluate the quality and impact of its activities?

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**Section B: The Proposed Project**

Project Title: \_\_\_\_\_

Project Duration: \_\_\_\_\_

Project Location (District/Tehsil/Union Council): \_\_\_\_\_

Need/Justification of the Project:

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**Project Objectives (also give details of key proposed activities):**

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**Implementation Strategy:** Please give detailed implementation strategy (with special focus on community involvement, need identification, role of other stakeholders, identification of project beneficiaries, procurement of goods and services etc.) as how the project will achieve its objectives (Please use additional space/pages if needed).

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\* Please provide NOCs/permission/other relevant documents if required from the concerned authorities to carry out proposed activity.

**Civil Works/Infrastructure:** In case proposed project involves civil works, please attach designs, Bill of Quantity and cost estimates. \_\_\_\_\_

**Monitoring of the Project Activities:** Please provide details what methods and tools your organization will use for operational transparency and timely implementation of project activities while maintaining quality?

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**Project Beneficiaries:** What are the numbers of beneficiaries for the proposed project? Please provide number of men, women, children (boys & girls) separately where possible.

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**Cost-Share (in cash/ in kind or both):** Applicant is expected to contribute approximately 25% of the total project cost. Please indicate the % cost share and give details how this cost share will be arranged and budgeted.

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**Details of the proposed team for project implementation:** Please provide list of key staff proposed for the project with relevant technical skills and details of responsibilities. Also please provide their CVs indicating background information and stating all relevant experience.

#	Full Name	Position	Responsibility	Currently working with organization (Y/N)


**Itemized Budget Details of the Proposed Project (Pak. Rupees):** Please specify each activity, total estimated cost and cost share. Please carefully read the instructions before budget preparations.

**Instructions for Budget Preparation:**

- Provide detailed breakdown of budget and do not give a lump-sum budget.
- Provide a breakdown of how the cost share of **25%** will be provided (in **cash or kind or both**)
- Provide detailed breakdown of the project activities as mentioned in the project proposal and provide budget for each activity separately.
- The SGAFP will fund only the direct project activities cost relating to direct delivery of goods and services to beneficiaries.
- Unrelated Organizational overheads, administrative/supervision costs and profit will not be funded by SGAFP.
- The SGAFP assumes that grant applicants will already be in operation and have adequate staff and most of the capacity required to deliver goods and services under the proposed project.
- In some cases, salaries, travel, equipment and operating expenses such as rent etc. may be permitted, where justified, as direct project implementation costs. However salaries, benefits, and travel and per diem rates should be consistent not only with the organization’s overall policies covering these items but also with local norms.
- The budget should be in Pakistani Rupees,
- Use additional sheets for detailed budget while strictly following this template.
- Please provide budget narratives where required.

Activity	Unit	Unit Cost	Total Estimated Cost	Funds requested from USAID	Applicant Cost Share
<b>Total</b>					

**Tentative timeline of the major proposed activities**

Activity	Proposed start date	Expected completion date

**Recurring Cost:** How the recurring costs for the proposed project will be managed and funded after the completion of project.

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To the best of my knowledge, I declare that all the above information is true and accurate.

Sincerely,

Name \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

(To be signed by the head of the organization)

## POINTS WEIGHT AGE FOR SCORING OF PROPOSALS

Description	Points
Proposed program approach	40
Past Performance	20
Appropriateness of the Proposed team	10
Organizational Capacity	10
Effectiveness and Reasonableness of Total Cost	20
<b>Total</b>	<b>100</b>

**Proposed Program Approach:** A well-conceived and technically sound proposal that responds to a critical need and provides convincing evidence of the applicant’s ability to implement the activity and achieve the stated results.

**Past Performance:** The applicant’s proposal demonstrates a successful track record in implementing activities similar or related to that proposed in the Technical Proposal. References support satisfactory completion of similar activities.

**Appropriateness of the Proposed Team:** Capabilities of the proposed staff are commensurate with the proposed activities and the level of assigned responsibilities. Greater weight will be given to staff with relevant technical skills and direct experience in implementing similar projects.

**Organizational Capacity:** The applicant has a demonstrated organizational capacity to manage the proposed activity, including transparent personnel, procurement, and financial management systems.

**Effectiveness and Reasonableness of Total Cost:** Demonstrated ability to minimize recurrent costs and maximize cost-effectiveness. The extent to which the applicant has maximized the percentage of costs allocated to program delivery as compared to administrative cost will be considered. The “cost realism” analysis is intended to assess the degree to which (a) the budget reflects the actual requirements of the Technical Proposal and (b) the costs included in the budget accurately represent the work effort described in the Technical Proposal.

**Grant applications must score a minimum of 70 points out of 100 to merit further consideration:** The application must be submitted directly to the SGAFP through email [applications@sgafp.org.pk](mailto:applications@sgafp.org.pk) or hard copy to the central project office in Islamabad. Any expenditure associated with the preparation and submittal of the application will be the responsibility of the applicant.

**The SGAFP project office will acknowledge the received applications immediately. The application may take a minimum of 6 weeks for processing.**

## Section Two: Post award – Contracts, Payments and Refunds

### Award of Contract

Following the receipt of final approval from USAID, the SGAFP project office will initiate contract preparation and the same will be negotiated with the Grantee organizations. The Grantee organizations will have to meet the pre-conditions by providing the following documents before the contract is signed:

- A designated bank account number, internal bank code and swift code;
- A bank reference letter on prescribed format issued by the bank;
- A work plan and month-wise budget as per the given format;

The grantees shall maintain current bank accounts. However if the grant exceeds USD 120,000 per year, an interest bearing bank account shall be required. Interest earned on interest bearing accounts will be remitted to USAID if it is more than USD 250 per year.

In addition, the grantee organization is required to sign the following certifications as a pre-condition:

- Drug free workplace certification
- Debarment and suspension certification
- Local cost financing certification
- Cost sharing certification
- Certification regarding Terrorist Financing

After meeting the above conditions, the SGAFP project office will sign a contract agreement with the Grantee Organization.

### Payments to Grantees

Grant payments are linked to achieving task milestones. Advances to grantees who have limited cash flow shall be restricted to the minimum amount needed to meet current disbursement needs under each immediate milestone.

All payments are supported by a grantee certification that the respective milestone has been successfully achieved using the disbursement request form. SGAFP reserves the right to independently verify milestones.

**80% or more of the prior tranche must have been utilized prior to the submittal of applications for the release of subsequent tranches**, (however, this rule may be reviewed in exceptional circumstances and with the prior approval of the DCOP).

All funds will be transferred to Grantee Accounts through official banking channels only. The grantee must provide:

1. Request for funds (as indicated in budget) being duly signed by the relevant authority
2. For subsequent tranches, bank statement and bank reconciliation statement shall be submitted to SGAFP.

Upon receiving the fund request the SGAFP will open a Ledger Account in the name of Grantee and allocate an account code. All transactions will be recorded in Grants Database for tracking purposes. The funds will be transferred to grantee's account and booked as Advance to the grantee.

### Unused funds

The grantee is required to refund any unused funds that were disbursed by the SGAFP. The grantee does not have any right to disburse from the unallocated funds after project completion.

SGAFP reserves the right to require a refund by the recipient of any amount which the recipient did not spend in accordance with the terms and conditions of the grant agreement.

### Income generated from the grants

Program income is income earned by the grantee that is directly generated by a supported grant activity or earned as a result of the grant award during the period of the grant agreement. Program income may be earned both from grantee activities and from services provided by an individual performing a role in the grant activity.

Recipients shall have no obligation for program income earned after the end of the project/grant period. The grantee will inform SGAFP of any program income generated under the grant.

### Section Three: Post-award – Grantee Reporting

#### Monthly Progress Report

For the month of: \_\_\_\_\_ Name of the Grantee Organization: \_\_\_\_\_

Grant Agreement Number: \_\_\_\_\_ Project Start Up Date: \_\_\_\_\_ Project End Date: \_\_\_\_\_

Project Name: \_\_\_\_\_

Project Location: Province: \_\_\_\_\_ District \_\_\_\_\_

Tehsil: \_\_\_\_\_ Union Councils: \_\_\_\_\_

Project Activities	Total Targets	Targets		Achievements		Variance		Reasons of Variance
		Current month	As of this month	Current month	As of this month	Current month	As of this month	
		A	B	C	D	E = A-C	F = B-D	
Total								

Please give brief notes on the following

- 1) Major outcomes/impacts of the activities undertaken so far:
- 2) Major issues during project implementation and suggestions to overcome these issues:
- 3) Major activities planned for the next month:

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Signature of Project  
Director/Authorized Person

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Date:



## MONTHLY EXPENDITURE REPORT – SGAFP FUNDING

Name of Grantee Organization: \_\_\_\_\_

For the Month of: \_\_\_\_\_ Grant Agreement Number: \_\_\_\_\_

Budget line items	Grant Agreement Funds (PKR)					
	Total SGAFP budget	Funds received to date	Expenditure for the period	Cumulative Expenditure To date	Budget balance	Funds Balance
	A	B	C	D	E = A-D	F = B-D
<b>Total</b>						

Invoice-wise Breakup of Expenditure			
Invoice Number	Date	Description of Expenditure	Amount (PKR)
<b>Total</b>			

### Declaration

I, the undersigned, certify that the above information is correct, and that upon request, supporting documentation will be furnished to SGAFP. Furthermore, all expenditures have been made according to the terms of the Grant Agreement, and in the event of disallowed costs a prompt refund will be made to SGAFP.

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**Signature of Project  
 Director/Authorized Person**

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**Date:**

## MONTHLY EXPENDITURE REPORT – GRANTEE COST SHARE

Name of Grantee Organization: \_\_\_\_\_

For the Month of: \_\_\_\_\_ Grant Agreement Number: \_\_\_\_\_

Budget line items	Grantee Cost Share (PKR) (Cash/in-kind)			
	Total cost share	Expenditure for the period	Cumulative Expenditure To date	Cost share balance
	A	B	C	D = A-C
<b>Total</b>				

Invoice-wise Breakup of Expenditure			
Invoice/payment voucher/reference document number	Date	Description of Expenditure	Amount (PKR)
<b>Total</b>			

### Declaration

I, the undersigned, certify that the above information is correct, and that upon request, supporting documentation will be furnished to SGAFP. Furthermore, all expenditures have been made according to the terms of the Grant Agreement, and in the event of disallowed costs a prompt refund will be made to SGAFP.

-----  
**Signature of Project  
 Director/Authorized Person**

-----  
**Date:**

## GRANT DISBURSEMENT REQUEST FORM

This request form must be sent with relevant financial reports

- 1. Name of Grantee Organization \_\_\_\_\_
- 2. Grant Agreement Number \_\_\_\_\_
- 3. Project name \_\_\_\_\_
- 4. Date that funds are required: \_\_\_\_\_

**5. Funding Request Summary (PKR)**

- Project months covered under this disbursement: \_\_\_\_\_
- Amount requested through this disbursement \_\_\_\_\_
- Total funds received to date: \_\_\_\_\_
- Total Expenditure to date: \_\_\_\_\_
- Unspent Funds: \_\_\_\_\_
- Current Request: \_\_\_\_\_
- Funds to transfer: \_\_\_\_\_

Budget line/Activity	Total Budget	Total Expenditure	Current Request
<b>Total</b>			

**Beneficiary Certification:** I certify that, to the best of my knowledge and belief, the data reported above and the attached monthly financial statements are correct and that this request and our entire grant program are in full compliance with the terms and conditions of the grant agreement.

<b>Signature of Authorized Person</b>	<b>Name:</b>	<b>Date:</b>
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**FOR SGAFP GRANTS FUND MANAGEMENT OFFICE USE ONLY**

**Checked by**

<b>Signature of Manager FA&amp;C</b>	<b>Name:</b>	<b>Date:</b>
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**Authorized by**

<b>Signature of DCOP</b>	<b>Name:</b>	<b>Date:</b>
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**FOR SGAFP GRANTS ACCOUNTING OFFICE USE ONLY**

<b>A/C Payee Name:</b>		
<b>Cheque #:</b>	<b>Cheque Amount:</b>	<b>Date:</b>

**Note:** Grantees are required to acknowledge the receipt of funds.

## TIMESHEET

All the SGAFP project staff/consultants/volunteers shall fill in this form on monthly basis.

<b>Name</b>			
<b>Title</b>			
<b>Reporting Period</b>	<b>From</b>		<b>To</b>
<b>Account Category</b>			

Monthly Timesheet – columns of weekends & official holidays must be highlighted																															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	29	30	31

<b>Total days/hours worked:</b>	
---------------------------------	--

Certifications	
<b>Employee/Consultant /Volunteers:</b> I certify that the above time and attendance information is true and complete to the best of my knowledge.	<b>Supervisor or Project Director:</b> I certify that the above time and attendance information is true and complete to the best of my knowledge.
<b>Signatures of Employee/Consultant /Volunteers</b>	<b>Signatures of Supervisor/Project Director</b>
<b>Date:</b>	<b>Date:</b>

## GRANT MODIFICATION REQUEST FORM

SGAFP DCOP/Grants Manager,

We hereby request to modify the [GRANT AGREEMENT NUMBER] on behalf of [NAME OF ORGANIZATION] as follows:

Justification for the proposed modification in comparison to the original grant agreement:

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Proposed budget revision and justification, if any:

Budget Head/Activity	Approved Budget (PKR)	Approved Duration (months)	Proposed/ Revised Amount (PKR)	Revised Duration	Variance in amount (PKR)	Justification
<b>Total Amount</b>						

*\* if this is only a time extension, please request this with your justification, no amounts are required.*

*If less than 10% of the original budgeted amount a formal modification request may not be necessary, in such cases please contact the SGAFP staff for guidance.*

We fully understand that this will not result in an overall increase in the grant budget. We will not consider this approved until we receive written approval from SGAFP.

We certify that the modification will not affect the original objectives of the project and the modification does not include any new line items which are unallowable expenditures under the grant agreement.

Thank you for your consideration.

Regards,

Authorized Signature: \_\_\_\_\_ Name: \_\_\_\_\_ Designation: \_\_\_\_\_

## GRANT COMPLETION REPORT

<b>Report Submission Date:</b>			
<b>Project title:</b>			
<b>Grantee organization:</b>			
<b>Grant agreement number:</b>			
<b>Period covered by report:</b>	<b>From:</b>		<b>To:</b>

Activities	Targets	Achievements	Variance	Remarks

Beneficiaries				
Activities	Target		Actual	
	Men	Women	Men	Women

SGAFP Fund Position	Amount (PKR)
Total Project Budget	
Amount received under this agreement	
Total Expenses	
<b>Remaining Balance</b>	

Grantee's Cost Share Position	Amount (PKR)
Total agreed cost share	
Total Expenses	
<b>Remaining Balance</b>	

Activities and Achievements
Describe to what extent the objectives of the agreement were accomplished: <u>Please use additional sheets if needed</u>
1. Overall Progress of the Project & Impacts- <i>support with the help of numbers, employment generated, improvement in the status of health/education/infrastructure etc.</i>
_____
_____
_____
_____

2. Progress against each objective – please provide details on the progress against each objective

**Objective No. 1:** \_\_\_\_\_

Progress: \_\_\_\_\_

\_\_\_\_\_

**Objective No. 2:** \_\_\_\_\_

Progress: \_\_\_\_\_

\_\_\_\_\_

### Issues, Recommendations and Lessons Learnt

Major Issues Faced During the Project Implementation

Issues/problems faced	Steps taken to resolve the issues

Lessons Learned & Recommendations

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature of authorized representative:

Name of authorized representative:

**Narrative reports must contain, as a minimum:**

- A comparison of actual accomplishments against planned objectives, any obstacles should be included.
- Other information includes analysis and explanation of cost overruns or high unit costs.
- Two copies of any publications, including books, brochures, newsletters, bulletins, and single copies of all other products such as newspaper clippings, project announcements, and audited financial statements (if available) should be included.

## GRANT COMPLETION CERTIFICATE

Grantee Organization: \_\_\_\_\_ Project Title: \_\_\_\_\_

Grant Agreement Number: \_\_\_\_\_

With reference to the SGP/AFP Grant Agreement, that was entered into with NRSP/SGAFP in my capacity as the Grantee Agent, I hereby certify that:

**Technical Completion** — With reference to all material aspects of our technical proposal, and any subsequent mutually agreed-upon modification(s), my organization has achieved the stated grant objectives and verifiable results as presented in the Grant Agreement, with the exception of the following:

(Please write if any or write NIL)

Financial Plan – With reference to the Grant Agreement the final financial reconciliation is as follows:

Total Approved	Total Reimbursed	Total Expended	Variance	Action Required or Resolution Agreement

Thus, it is hereby agreed by the grantee and NRSP/SGAFP that all technical, administrative, and financial aspects of the referenced SGP/AFP Agreement have been brought to a condition of completion, and as such, neither the Grantee nor NRSP/SGAFP has any further obligations of any nature with regard to the aforementioned Grant Agreement.

**On Behalf of the Grantee:**

**On Behalf of NRSP/SGAFP:**

\_\_\_\_\_  
Grantee Agent                      Date

\_\_\_\_\_  
DCOP-SGAFP                      Date



## DRUG-FREE WORKPLACE CERTIFICATION

(To be submitted by grantee on signing of grant agreement)

The grant beneficiary of this Grant Agreement hereby certifies the following:

- 1 That this certification is a material representation of fact from the grant beneficiary upon which reliance was placed when SGAFP awarded the grant;
- 2 That the grant beneficiary understands that if it is later determined that the grant beneficiary knowingly rendered a false certification, or otherwise violated the requirements of the Drug-Free Workplace Act, SGAFP, in addition to any other remedies available, may take action authorized under the Drug-Free Workplace Act; and
- 3 That the Beneficiary currently maintains and will continue to maintain and provide throughout the life of the grant a Drug-Free Workplace by:
  - a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grant beneficiary's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
  - b. Establishing a Drug-Free awareness program to inform employees about:
    - i. The dangers of drug abuse in the workplace;
    - ii. The grant beneficiary's policy of maintaining a Drug-Free Workplace;
    - iii. Any available drug counseling, rehabilitation, and employee assistance programs; and
    - iv. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
  - c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
  - d. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will:
    - i. Abide by the terms of the statement; and
    - ii. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
  - e. Notifying SGAFP within ten days after receiving notice under subparagraph (d) (3) from an employee or otherwise receiving actual notice of such conviction;
  - f. Taking one of the following actions, within 30 days of receiving notice under subparagraph (d) (3), with respect to any employee who is so convicted:
    - i. Taking appropriate personnel action against such an employee, up to and including termination; or
    - ii. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by local health law enforcement, or other appropriate agency;

- g. Making a good-faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e) and (f).

The grant beneficiary further certifies that the site(s) for the performance of work to be done in connection with the grant is:

Street address:

City, postal code:

The grant beneficiary certifies that, as a condition of the grant, it will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in conducting any activity with the grant.

**Certified by:** [Signature of Authorized Representative of Grantee Organization]

**Name:** [Name of Authorized Representative]

**Title:** [Title of Authorized Representative]

**Date:** \_\_\_\_\_

## DEBARMENT AND SUSPENSION CERTIFICATION

(To be submitted by grantee on signing of grant agreement)

- A. The grant beneficiary certifies to the best of its knowledge and belief, that it and its principals:
1. are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any United States Federal Department or agency;
  2. have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
  3. are not presently indicated for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in this certification; and
  4. have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.
- B. The grant beneficiary agrees that, unless authorized by the SGAFP , it will not knowingly enter into any sub-agreements or contracts under this grant with a person or entity that is included on the “Lists of Parties Excluded from Federal Procurement or Non-Procurement Programs.”
- C. The grant beneficiary further agrees to include the following provision in any sub-agreements or contracts entered into under this grant.
- D. The Beneficiary/contractor certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- E. The policies and procedures applicable to debarment, suspension and ineligibility under AID-financed transactions are set forth in 22 CFR Part 208.

On behalf of the grant beneficiary, I hereby acknowledge our understanding and acceptance of the terms and conditions of this Certification.

**Certified by:** [Signature of Authorized Representative of Grantee Organization]

**Name:** [Name of Authorized Representative]

**Title:** [Title of Authorized Representative]

**Date:** \_\_\_\_\_

## LOCAL COST FINANCING

(To be submitted by grantee on signing of grant agreement)

- a. Financing local procurement involves the use of appropriated funds to finance the procurement of goods and services supplied by local businesses, dealers or producers, with payment normally being in the currency of the cooperating country.
- b. All locally financed procurements must be covered by source, origin or nationality waivers as set forth in USAID ADS Chapter 310, with the following exceptions.
  1. Locally available commodities of U.S. origin, which are otherwise available for financing, if the value of the transaction does not exceed the local currency equivalent of \$100,000, exclusive of transportation costs.
  2. Commodities of geographic Code 935 origin if the value of the transaction does not exceed the local currency equivalent of \$5,000.
  3. Professional Services contracts estimated not to exceed \$250,000.
  4. Construction Services contracts estimated not to exceed \$5,000,000.
  5. Commodities and Services available only in the local economy (no specific transaction value applies to this category). This category includes the following items:
    - A. Utilities including fuel for heating and cooking, waste disposal, and trash collection;
    - B. Communication - telephone, fax, postal, and courier services;
    - C. Rental costs for housing and office space;
    - D. Petroleum, oils, and lubricants for operating vehicles and equipment;
    - E. Newspapers, periodicals, and books published in the cooperating country; and
    - F. Other commodities and services that, by their nature, or as a practical matter, can only be acquired, performed, or incurred in the cooperating country, e.g. vehicle maintenance, hotel accommodations, etc.

**Certified by:** [Signature of Authorized Representative of Grantee Organization]

**Name:** [Name of Authorized Representative]

**Title:** [Title of Authorized Representative]

**Date:** \_\_\_\_\_

## COST SHARING CERTIFICATION

(To be submitted by grantee on signing of grant agreement when cost sharing is applicable)

- a. For each year (or funding period) under this grant, the grantee agrees to expend from non-USAID funds an amount at least equal to \_\_\_\_\_ as agreed in the cost share budget provided. The schedule of this grant may also contain restrictions on the application of cost sharing (matching) funds.
- b. Eligibility of funds applied to satisfy cost sharing (matching) requirements under this grant are set forth below:
  1. Charges incurred by the grantee as project costs. Not all charges require cash outlays by the grantee during the project period; examples are depreciation and use charges for buildings and equipment;
  2. Project costs financed with cash contributed or donated to the grantee by other non-Federal public agencies (may include public international organizations or foreign governments) and institutions, and private organizations and individuals; and
  3. Project costs represented by services and real and personal property, or use thereof, donated by other non-Federal public agencies and institutions, and private organizations and individuals.
- c. All contributions, both cash and in-kind, shall be accepted as part of the grantee's cost sharing (matching) when such contributions meet all of the following criteria:
  1. Are verifiable from the grantee's records;
  2. Are not included as contributions for any other Federally assisted program;
  3. Are necessary and reasonable for proper and efficient accomplishment of project objectives;
  4. Are types of charges that would be allowable under the applicable Federal cost principles;
  5. Are not paid by the Federal Government under another grant or agreement (unless the grant or agreement is authorized by Federal law to be used for cost sharing or matching);
  6. Are provided for in the approved budget when required by USAID; and
  7. Conform to other provisions of this paragraph.
- d. Values for grantee in-kind contributions will be established in accordance with the applicable Federal cost principles.
- e. Specific procedures for the grantee in establishing the value of in-kind contributions from non-Federal third parties are set forth below:
  1. Valuation of volunteer services: Volunteer services may be furnished by professional and technical personnel, consultants, and other skilled and unskilled labor. Volunteer services may be counted as cost sharing or matching if the service is an integral and necessary part of an approved program.
    - i. Rates for volunteer services: Rates for volunteers should be consistent with those paid for similar work in the grantee's organization. In those instances in which the required skills are not found in the grantee's organization, rates should be consistent with those paid for similar work in the labor market in which the grantee competes of the kind of services involved.
    - ii. Volunteers employed by other organizations: When an employer other than the grantee furnishes the services of an employee, these services shall be valued at the employee's regular rate of pay (exclusive of fringe benefits and overhead costs) provided these services are of the same skill for which the employee is normally paid.

2. Valuation of donated expendable personal property: Donated expendable personal property includes such items as expendable equipment, office supplies, laboratory supplies or workshop and classroom supplies. Value assessed to expendable personal property included in the cost (matching) share should be reasonable and should not exceed the market value of the property at the time of the donation.
3. Valuation of donated nonexpendable personal property, buildings, and land or use thereof:
  - i. The method used for charging cost sharing or matching for donated nonexpendable personal property, buildings, and land may differ according to the purpose of the grant as follows:
    - A. If the purpose of the grant is to assist the grantee in the acquisition of equipment, buildings or land, the total value of the donated property may be claimed as cost sharing or matching.
    - B. If the purpose of the grant is to support activities that require the use of equipment, buildings, or land; depreciation or use charges for equipment and buildings may be made. The full value of equipment or other capital and fair rental charges for land may be allowed provided that AID has approved the charges.
  - ii. The value of donated property will be determined in accordance with the usual accounting policies of the grantee, with the following qualifications:
    - A. Land and buildings: The value of donated land and buildings may not exceed its fair market value at the time of donation to the grantee as established by an independent appraiser, and certified by a responsible official of the grantee.
    - B. Nonexpendable personal property: The value of donated nonexpendable personal property shall not exceed the fair market value of equipment and property of the same age and condition at the time of donation.
    - C. Use of space: The value of donated space shall not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in a privately owned building in the same locality.
    - D. Borrowed equipment: The value of borrowed equipment shall not exceed its fair rental value.
    - E. The following requirements pertain to the grantee's supporting records for in-kind contributions from non-Federal third parties:
4. Volunteer services must be documented and, to the extent feasible, supported by the same methods used by the grantee for its employees.
5. The basis for determining the valuation for personal services, material, equipment, buildings and land must be documented.
  - i. Individual expenditures do not have to be shared or matched provided that the total expenditures incurred during the year (or funding period) are shared or matched in accordance with the agreed-upon amount or percentage set forth in the schedule of the grant.
  - ii. If at the end of any year (or funding period) hereunder, the grantee has expended an amount of non-Federal funds less than the agreed-upon amount or percentage of total expenditures, the

difference may be applied to reduce the amount of USAID funding the following year (or funding period), or, if this grant has expired or been terminated, the difference shall be refunded to USAID.

- iii. Failure to meet the cost sharing (matching) requirements set forth in paragraph above shall be considered sufficient reason for termination of this grant for cause in accordance with paragraph a. entitled "For Cause" of the standard provision of this grant entitled "Termination and Suspension".
- iv. Notwithstanding paragraph, the parties agree that in the event of any disallowance of expenditures from USAID grant funds provided hereunder, the grantee may substitute expenditures made with funds provided from non-Federal sources provided they are otherwise eligible in accordance with paragraph b. of this provision.

**Certified by:**                    **[Signature of Authorized Representative of Grantee Organization]**

**Name:**                    **[Name of Authorized Representative]**

**Title:**                    **[Title of Authorized Representative]**

**Date:**                    \_\_\_\_\_

## CERTIFICATION REGARDING TERRORIST FINANCING

(To be submitted by grantee on signing of grant agreement)

As a condition to entering into the referenced agreement, the organization listed below hereby certifies that it has not provided and will not provide material support or resources to any individual or entity that it knows, or has reason to know, is an individual or entity that advocates, plans, sponsors, engages in, or has engaged in terrorist activity, including but not limited to the individuals and entities listed in the Annex to Executive Order 13224 and other such individuals and entities that may be later designated by the United States under any of the following authorities: §219 of the Immigration and Nationality Act, as amended (8 U.S.C. § 1189), the International Emergency Economic Powers Act (50 U.S.C. § 1701 et seq.), the National Emergencies Act (50 U.S.C. § 1601 et seq.), or § 212(a)(3)(B) of the Immigration and

Nationality Act, as amended by the USA Patriot Act of 2001, Pub. L. 107-56 (October 26, 2001)(8 U.S.C. § 1182). The below named organization further certifies that it will not provide material support or resources to any individual or entity that it knows, or has reason to know, is acting as an agent for any individual or entity that advocates, plans, sponsors, engages in, or has engaged in, terrorist activity, or that has been so designated, or will immediately cease such support if an entity is so designated after the date of the referenced agreement.

For purposes of this certification, “material support and resources” includes currency or other financial securities, financial services, lodging, training, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials. For purposes of this certification, “engage in terrorist activity” shall have the same meaning as in section 212(a)(3)(B)(iv) of the Immigration and Nationality Act, as amended (8 U.S.C. § 1182(a)(3)(B)(iv)).

For purposes of this certification, “entity” means a partnership, association, corporation, or other organization, group or subgroup.

This certification is an express term and condition of the agreement and any violation of it shall be grounds for unilateral termination of the agreement by USAID prior to the end of its term.

Solicitation Number: \_\_\_\_\_ Grant Agreement Number (if applicable): \_\_\_\_\_

Date of Application: \_\_\_\_\_ Name of Grantee Organization: \_\_\_\_\_

Name and Title of authorized representative: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET



<b>1. Full Name</b>		<b>2. Contractor's Name</b>				
<b>3. Employee's Address</b>		<b>4. Contract Number</b>		<b>5. Position Under Contract</b>		
		<b>6. Proposed Salary</b>		<b>7. Duration of Assignment</b>		
<b>8. Telephone Number (include city code)</b>		<b>9. Place of Birth</b>		<b>10. Citizenship</b>		
<b>11. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
<b>Name and location of institution</b>	<b>Major</b>	<b>Degree</b>	<b>Date</b>	<b>Language</b>	<b>Proficiency Speaking</b>	<b>Proficiency Reading</b>
<b>14. EMPLOYMENT HISTORY</b>						
<p>1. Give last three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>2. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions, consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</p>						
<b>Position title</b>	<b>Employer's name and address</b>		<b>Dates of employment (mm/dd/yyyy)</b>		<b>Annual salary</b>	
	<b>Point of contact &amp; telephone number</b>		<b>From</b>	<b>To</b>	<b>Rupees</b>	
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
<b>Services performed</b>	<b>Employer's name and address</b>		<b>Dates of employment (mm/dd/yyyy)</b>		<b>Days at rate</b>	<b>Daily rate in dollars</b>
	<b>Point of contact &amp; telephone #</b>		<b>From</b>	<b>To</b>		
<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>						
<b>Signature of Employee</b>				<b>Date</b>		
<p>Grantee certifies that he/she has taken reasonable steps to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.</p>						
<b>Signature of Grantee's Representative</b>				<b>Date</b>		
<b>Instructions</b>						
<p>Indicate your language proficiency in block 13 using the following numeric interagency Language Roundtable levels (Foreign Service Institute levels). Also, the following provides brief descriptions of proficiency levels 2, 3,</p>						

4, and 5. "S" indicates speaking ability and "R" indicates reading ability. For more in-depth description of the levels refer to USAID Handbook 28.

2. Limited working proficiency

S. Able to satisfy routine social demands and limited work requirements.

R. Sufficient comprehension to read simple, authentic written material in a form equivalent to usual printing or typescript on familiar subjects.

3. General professional proficiency

S. Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations.

R. Able to read within a normal range of speed and with almost complete comprehension.

4. Advanced professional proficiency

S. Able to use the language fluently and accurately on all levels.

R. Nearly native ability to read and understand extremely difficult or abstract prose, colloquialisms and slang.

5. Functional native proficiency

S. Speaking proficiency is functionally equivalent to that of a highly articulate well-educated native speaker.

R. Reading proficiency is functionally equivalent to that of the well-educated native reader.

**Paperwork reduction act information**

The information requested by this form is necessary for prudent management and administration of public funds under USAID contracts. The information helps USAID estimate overseas logistic support and allowances; the educational information provides an indication of qualifications; the salary information is used as a means of cost monitoring and to help determine reasonableness of proposed salary.

**Paperwork reduction act notice**

Public reporting burden for this collection of information is estimated to average thirty minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to both of the following address:

United States Agency for International Development  
Procurement Policy Division (M/OP/P)  
Washington, DC 20523-1435;

Office of Management and Budget  
Paperwork Reduction Project (0412-0520)  
Washington, DC 20503

AUSTRALIAN HIGH COMMISSION, ISLAMABAD

**APPLICATION FOR FUNDING**

**DIRECT AID PROGRAM (DAP)**

**Project Title:**

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**Project summary:**

[200 words maximum – include more detail on the need for a project, its objectives, activities and outcomes below]

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**Location of the proposed project:**

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**Duration of the proposed project:**

[Preference is for short duration project, and should therefore not exceed six months in any case.]

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**Name of implementing organization:**

[If available, also attach copies of recent audit reports or annual reports]

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**Contact details:**

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**Is the organisation registered?**

[If yes, attach necessary documents]

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**Names, titles and addresses of the project leaders:**

[Please include telephone/fax number and e-mail addresses]

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**Please provide detailed information on the proposal, including on the need for a project, the project's objectives and activities required to achieve the objectives:**

**How will the organisation measure whether the project objectives have been achieved?**

[Outcome should be tangible, matching the proposed objective/s]

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**Who will benefit from the project, and what will they gain from it?**

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**How will women benefit from the project, and what will be their role in making decisions about the project, carrying out the activities and evaluating the results?**

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**What plans are there to ensure that the project is sustainable after Australian Government funding has ended?**

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**The budget:**

[Provide detailed information about how the project will be funded. It is essential that the organisation requesting funding make a contribution of at least 25 per cent of the total budget, either in-kind or in money. For example, the organisation may contribute funding, labour, office space or equipment for the project. Also include relevant and specific cost estimates and quotes.]

**What will be contributed by the organisation?**

PKR: \_\_\_\_\_ Per cent of total: \_\_\_\_\_

**What is the amount being requested from DAP?**

PKR: \_\_\_\_\_ Per cent of total: \_\_\_\_\_

**What is the total cost of the project?**

PKR: \_\_\_\_\_ Per cent of total: \_\_\_\_\_

**What previous experience does the organisation have in implementing similar projects?**

[Please include the names and contact details of references from previous projects]

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**What assistance has previously been received under Australian Government programs (including assistance previously received under the DAP)?**

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**Please testify that no other organisation or donor, including other embassies or diplomatic missions, has financed or is funding the proposed project. Also state if the proposal is being submitted to other organisation/s for financial assistance.**

**Note:** Please tailor your project proposal to this format, and avoid unnecessary details. Applications should be under five pages in length. Attach necessary documents, registration papers, quotations and if drinking water supply project, water quality tests.

**Please send completed applications to:**

**Imran Khan**

DAP Manager

Australian High Commission

Diplomatic Enclave 1

Constitution Avenue / Ispahani Road

G-5/4, ISLAMABAD

Tel: 051 282 4345

Fax: 051 282 0112

Email: [Imran.Khan@dfat.gov.au](mailto:Imran.Khan@dfat.gov.au)