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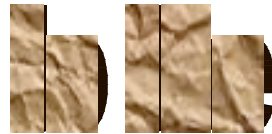
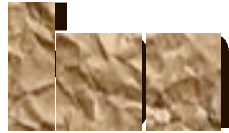
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Support to Social Development



Guiding Training Drafting Proposals for Developmental Projects



NGOs Training on writing a Concept Note

Objective:

quire the basic knowledge and skills on the how to
manner consistent with the EU basic standards and
according to the forms annexed to the guiding manuals.

- Representatives of the NGOs in Assuit, Beni-Suef, and Fayoum, in collaboration with and participation of the staff in SFD regional offices.

Duration:

- 5 training days, from 09:00 am to 04:00 pm, i.e 6 training hours per day, from 18-22 May 2008.
- 1 training day to the members to the SFD regional office.
- 4 training days to the representatives of the NGOs, with the participation of the staff of the SFD regional offices.



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le EC & SFD

- Needs and priorities are defined by the community.
- Attention to the marginalized group
- Coordination with the donors
- Reducing poverty
- Participation
- Continuity, participation, transparency, accountability, and definition of responsibilities
- Decentralization
- Observing human rights
- Gender mainstreaming'
- Observing the environmental dimension in the projects.
- Encouraging new ideas and innovation.



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tical Exercise (1)

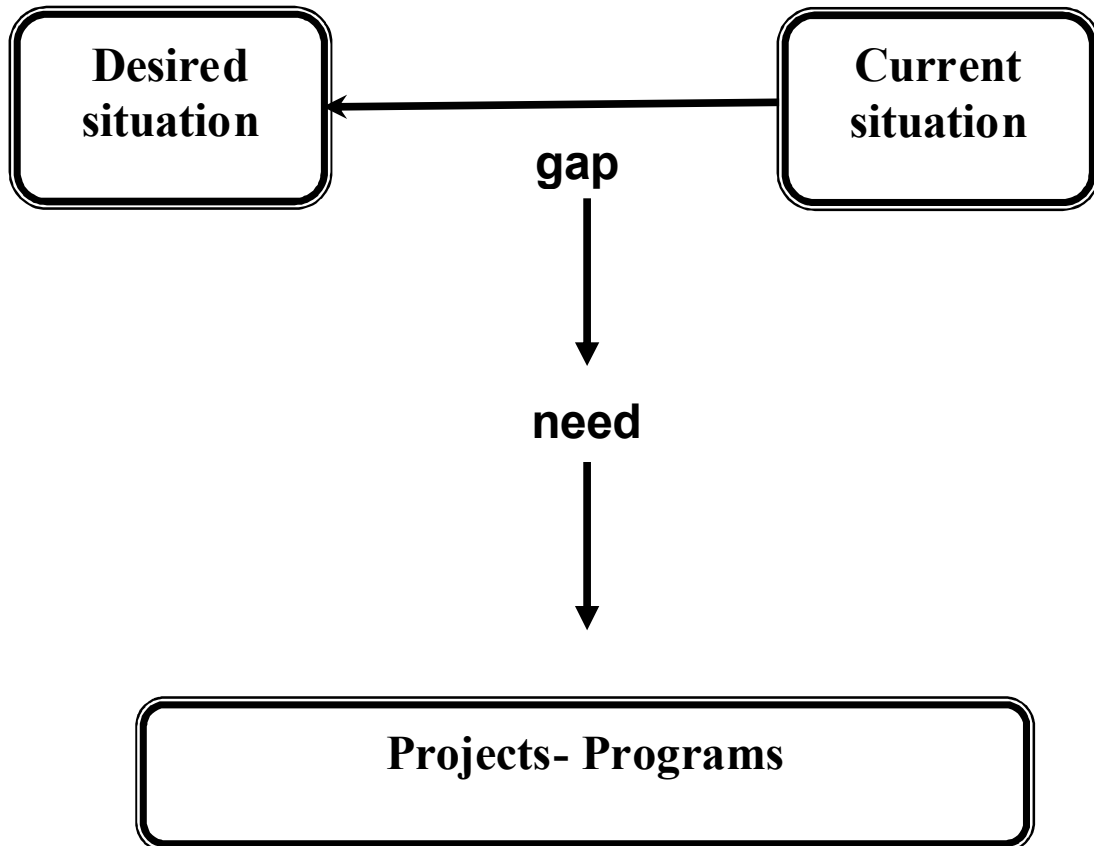
First: a sense of the problems and needs in the village

1 needs assessment and problems definition

Needs assessment is a specific structured process of data collection from community members through semi-structured interviews and group meeting; observation, governmental agencies and secondary sources. The analysis of such would contribute to defining the problem or the shortcoming within the targeted local community by data collection and analysis.

Community needs assessment is a key step to project design, as it helps addressing the problems of the targeted local community. As established, the project design requires accurate and realistic information which reflect the true needs of the community.

Desired situation – current situation = needs gap (the problem)



1- Ways of needs assessment

- Observation
- Semi-structured interviews (with individuals – groups)
- Secondary sources (records – journals – researches – and reports)

2- Setting Priorities

ability to address, the groups adversely impacted by
 on the governorate and the creation of further

problems.

problems criteria	problem	problem	problem	problem
size				
magnitude				
Creation of further problems				
Ability of NGO and community to deal with				

Priority problems falling into the scope of interest of both the NGO, SFD and the general State policy shall be selected.

1- Problem

It is a negative undesired situation. It might create imbalance. It requires adaptation with the social, economic, educational, health or environmental conditions in the community.

Problem description

- 1- Reasons
- 2- Results
- 3- Magnitude (number or percentage of impacted persons)
- 4- Place of the problem
- 5- The impact of the problem on other problems especially poverty, environment, women and unemployment.

Problem formulation

In formulating the problem, state clearly the negative situation, the number or percentage of the impacted group, as well as the place of the problem.



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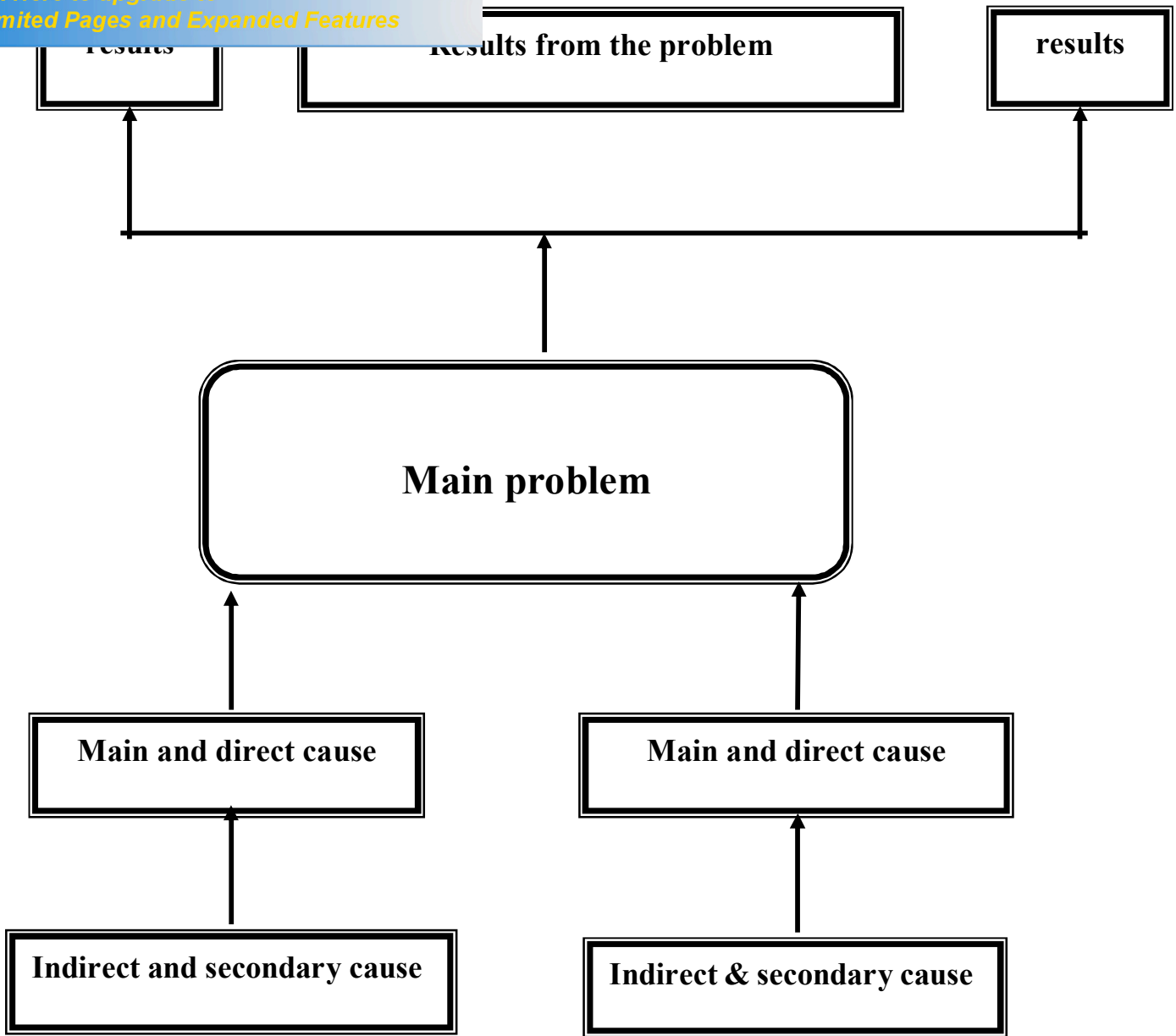
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- 50% of the citizens of village (X) suffer from the garbage scattered everywhere in the streets.
- 40% of the children below 5 years old in village (y) suffer **نزلات معوية**
- 100% of the citizens of village (z) drink contaminated water.

The well formed problem helps defining the aspired goal.

Problem analysis

This means placing and organizing the collected data and information in a logical sequential easily understandable manner that breaks down the problem into root and secondary causes; thus facilitates pinpointing the problem, the causes and implications.

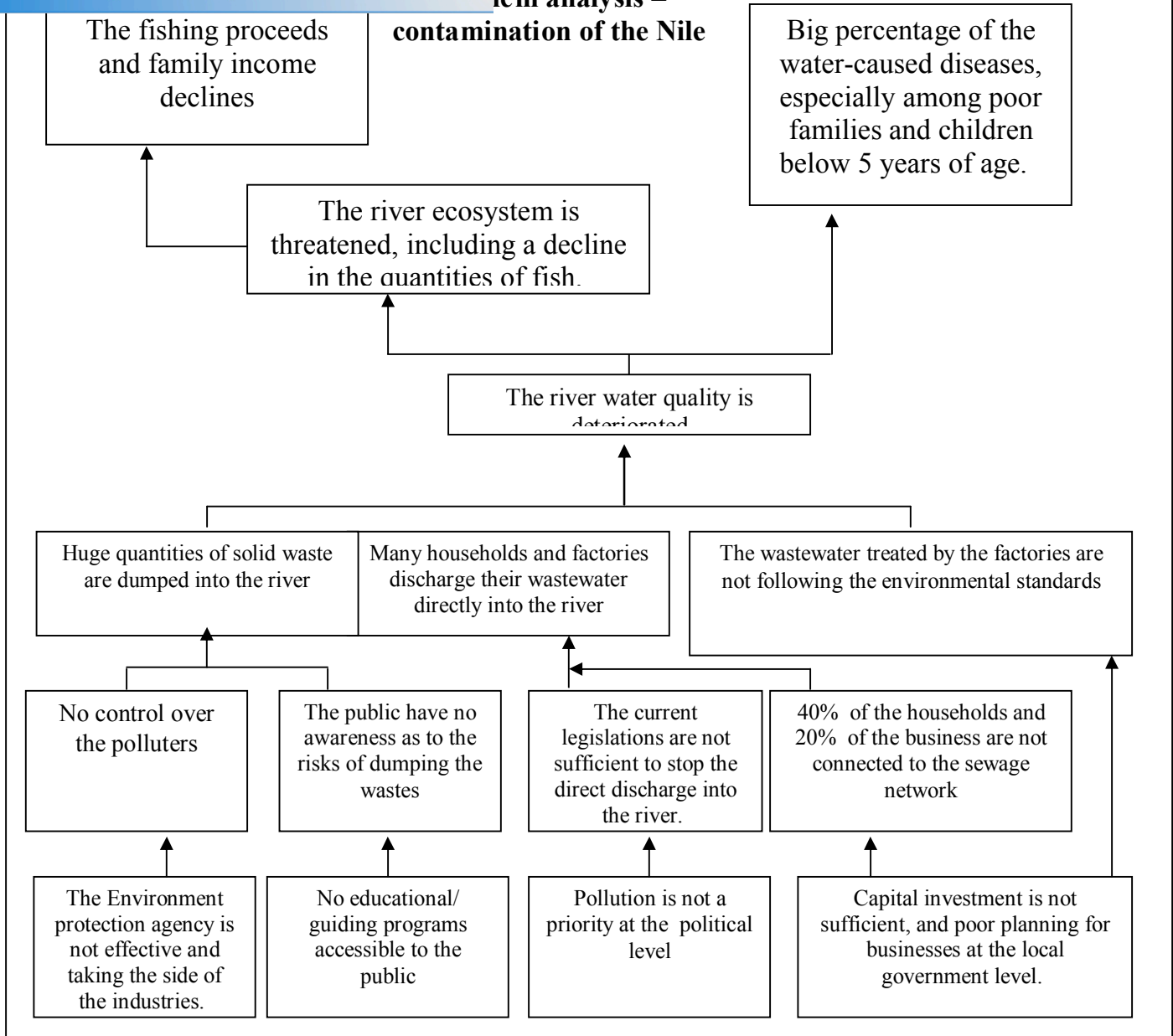


Problem tree:

not hypothetical

- Example (the EC – Project Cycle Management Guide)
- Each rectangle shall include only one cause, not more than this
- Make sure of the sequence of the causes, i.e. the root cause stems from the secondary causes
- Make sure that the secondary causes leading to the root causes are integrated
- Avoid, as much as possible, listing the cause in the form of negation of the solution (ex: no health unit)
- The problem analysis tree is not designed in one session. You must get back to the technocrats and community members to obtain the information that will help you complete the tree.
- Problem analysis is very important as it is based on the entire project plan, including the goals, objectives, and activities, therefore, the outcome shall be clear and accurate.

Problem analysis – contamination of the Nile



An overview and analysis of the problem and the interrelations at all levels



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How do you define the problem?

What methods are required to analyze the problem?

Is it a main problem or a number of problems?

What are the interrelations between the problem, the causes and impact of the target group?

- What are the methods required to explain the relationship between the specific problem and the other problems within the community or the target group?
- Is there a link between addressing the problem and the root and secondary causes behind it, as well as figuring out the interactions that could help addressing these problems?

How it is dealt with in the project

- What are the methods applied within the project to deal with the problems?
- Is there a set of criteria to select the best way of treatment (like: cost and benefit/ legitimacy/ continuity/ acceptability/ efficiency/ effectiveness/ suits the capacities of the partner)?

The concept note must include a brief explanation of the target group and end beneficiaries.

- Who are they? What are their types? What is their economic, social, educational, health and environmental levels?

What is the relationship between the proposal and the needs and obstacles in general with the target governorate, villages, centers, target groups and end beneficiaries in particular.

(see the guiding manual of SFD to have an idea about the problems of the governorate and centers)

- What is the relationship between the governorate-specific needs reiterated in the SFD guiding manual? Like environment, vocational training, education, health and support of projects and integrated development.

Demonstration of the proposal and its relation to the priorities and needs specified in the guiding manuals

- What is the relationship between the proposed idea and the priorities?

Like (health, primary health care services, education, training, illiteracy, early education, vocational training and environment), solid waste management including simple recycling and sanitation, potable water services). Priority shall be given to many fields, including: interest in gender issues, community participation, sustainability, environment serving projects to be integrated with government projects and policies.

Based on the above, answer the following questions:

Second: the project and its impact

1- The Justifications the NGOs uses to deal with the problem

- The problem is a top priority
- The problem creates further problems
- The problems falls within the categories specified by the SFD
- The problem aggravates or declines, why
- Number of those affected by the problem, their ratio to the total population of the community.
- The affected group from among the marginalized group of the interest of the SFD and EU
- The solution of the problem provides service to woman
- The solution is sustainable
- The solution of the problem does not have a negative impact on the environment.
- The solution suits the capacities and abilities of the NGO
- The solution provides service to the poor and contributes to support the role of woman
- The solution of the problem creates job opportunities
- The solution of the problem contributes in solving other problems.
- The solution of the problem contributes in solving the problems of the governorate.

2- What is the Project :-

It is a planning and organization process aims at solving a specific problem to reach a specific goal within a specific period of time. In doing so, the project uses the resources available within or outside the community and it serves a specific group of the community to fulfill one of its needs.

It is a set of activities aiming at achieving specific goals within a specific period of time and with a specific budget (the EC – Project Cycle Management Guide)

Management by Results

❑ What is Management by Results:

It is a managerial trend aims at improving the performance effectiveness and efficiency, especially in carrying out developmental projects and programs by means of defining the results expected from such project or program.

❑ Conditions/ Characteristics of Results

1. results must be specific, realistic and achievable by the available resources.
2. the expected results must be of the interest of the donor
3. all inputs, processes and activities must contribute to achieving the results.
4. progress in achieving these results must be followed up and measured.

❑ Why Management by Results:

1. directs all the project staff at all management levels and structures to pay more attention to results rather than to activities.
2. demonstrates the results clearly to partners, donors and stakeholders.
3. explains the difference the project created in reality and to the lives of people, and the return on cost.
4. facilitates reporting on performance, and consequently improves the follow up system according to the specified staff responsibilities.

❑ Project component:

Inputs – processes and activities – results – objective – ultimate goal

Goal:

It is a long term goal (mostly at the national level) this particular project together with other projects contribute to its achievement

Example:

A project contributes to improve the environment (Project Cycle Management Guide- EC)

Objective

after solving the problem
the targeted group or groups (EC- Project Cycle Management Guide)

Goal Characteristics

- 1- specific
- 2- Measurable
- 3- Applicable
- 4- Realistic
- 5- Timely

Requirements of drafting the project objective

- 1- percentages or figures
- 2- place specified
- 3- target group specified
- 4- time-specific
- 5- positive desired state

Example:

- *3000 families from village X live in a clean garbage-free environment within two years.*
- *Reduce illiteracy rates among women in village Y within three years.*

Indicators:-

- An indicator is the signal indicating the achievement of the set goal. An indicator is used to judge the level of success, it is mostly a figure, percentage or ratio.
- An indicator is the unit measuring how far a certain result is achieved using a benchmark or a standard, yet it doesn't demonstrate the trend or the change.

Example:

- 30 volunteers trained on awareness raising and persuasion methods.
- 48 seminar/ workshop held in different parts of the village.
- 95% attendance rate (number of attendees not less than 25 and not more than 30)
- 9000 booklet/ brochure made to sensitize the population of the risks threatening the environment.
- Level of awareness of the harms of garbage increased from 40% - 95%.



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Collection fees paid.
has been disposed of in an environmentally sound manner.

Project Component

- It might be useful to group together the closely related project results, activities and inputs so as to have the so called “project components”. Especially in the case of mega or compound projects. The components could also be considered the project strategies.

Example:

- The awareness component: the physical products or services provided by the project.
- The disposal of garbage component: the results:

Results:

- Are a positive state results from a set of activities and should be specific and clear, measurable, applicable, realistic and timely (AMART) and should contribute to reaching the goal of the project.
- The result is a describable measurable change of state resulting from the relationship between cause and the effect (i.e. causal relationship).

Example:

- In two years, raise the awareness of 290 families about the harms of throwing the garbage in the streets.
- In two years, 270 families dispose of the garbage following the system sat by the NGO (EU – project cycle Management Guide)

Activity:

The tasks to be undertaken to achieve the aspired results (EC- Project Cycle Management Guide)

Selection criteria of the activities:

- 1- Proper (practical): the NGO and the community have the financial, administrative, and technical ability to carry out the planned project.
- 2- Acceptable: the activity should be acceptable to the community and official bodies.
- 3- Effectiveness: it leads to achieving the aspired results.

of the activity and the more the number of people it

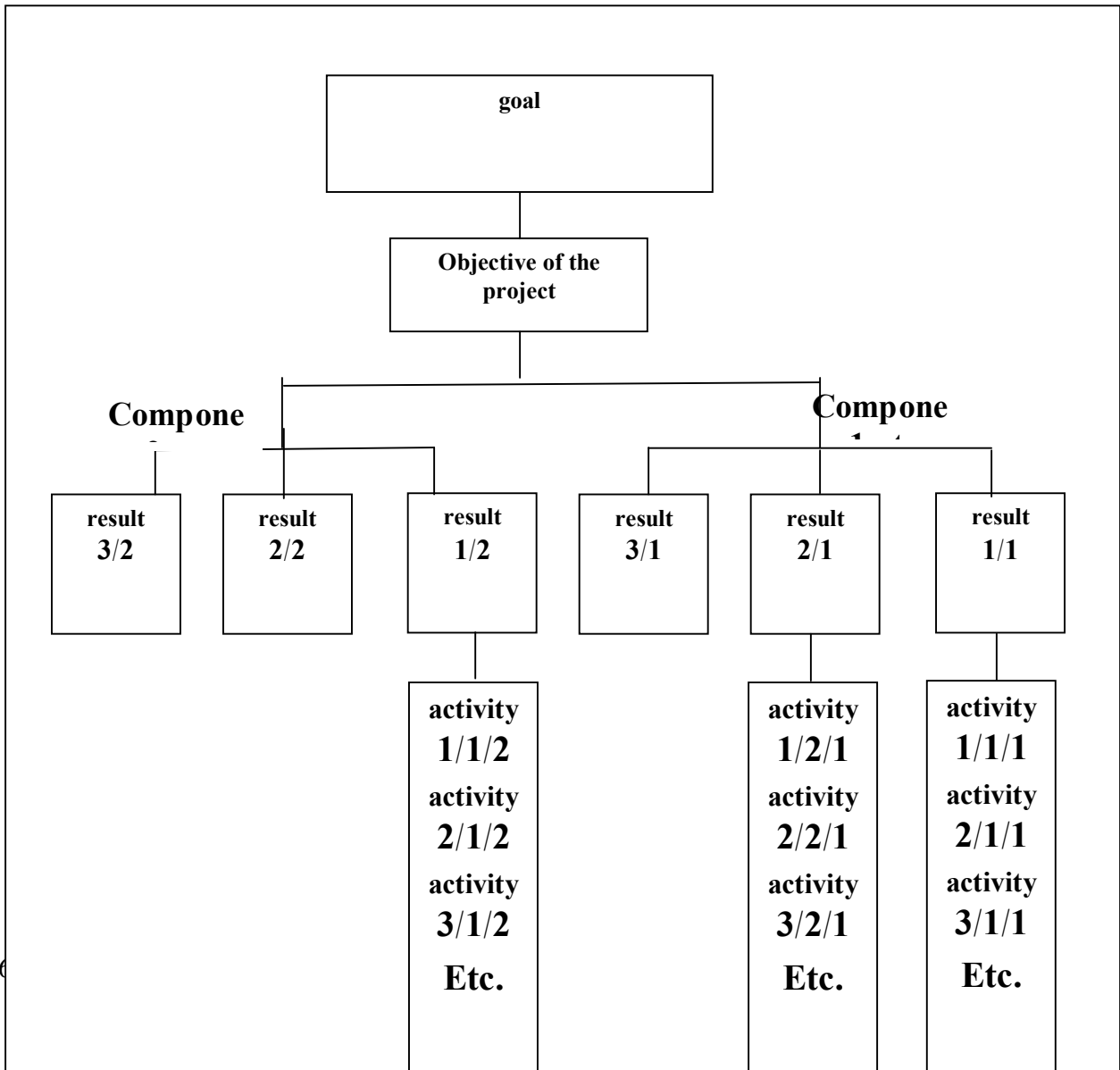
- 5- Sustainability: to continue throughout the period specified to reach the result and solve the problem.
- 6- Has no negative impact on the environment.

Inputs:

Are the resources made available to complete the projects activities, including:

- Financial resources
- Material and in-kind resources (equipment and devices)
- Human resources
- Relations and connections
- Data bases and information

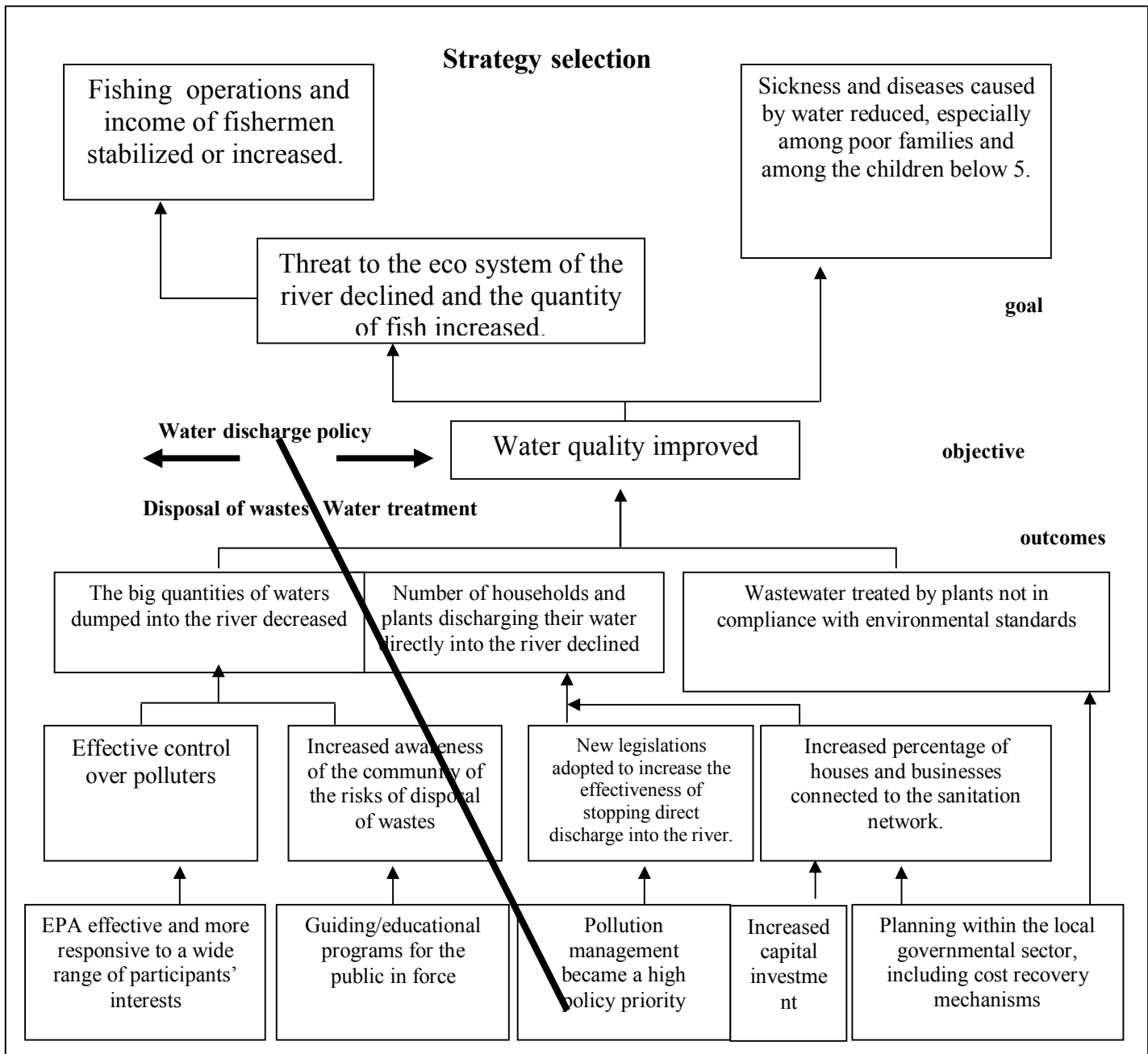
Objectives tree



tree

- Transform the impacts or results of the problem into a goal (the goal is the final desired state)
- Transform the formulation of the problem into the project objective, which should be smart, i.e: specific, measurable, applicable, realistic and timely.
- Transform the main causes into results.

Example 1:



hierarchy of objectives	Wording of the objective
Goal	Improve the family health, especially in families with less than 5 members, and the general status of the river ecosystem.
Goal of the objective	Improve the river water quality
Outcome	<ol style="list-style-type: none"> 1. reduce the amount of wastewater directly discharged into the river by households and factories. 2. define and effectively follow the criteria for the treatment of wastewater.
Activities	<p><i>Activities for the first outcome:</i></p> <ol style="list-style-type: none"> 1-1 conduct a base study about households and factories. 1-2 follow the engineering standards of the expanded wastewater network. 1-3 prepare the bid related documents (not clear), the bid and selection of the contractor. 1-4 define the incentives suitable for the factories to use the clean technology. 1-5 put and carry out programs for information and awareness raising.

Important notes:

- The goal is defined as “it contributes to ...”
- The goal is defined in terms of the benefits the target group will get as they will be improved/ increased...etc.
- The outcomes are defined in terms of the tangible result “implemented, resulted, performed...etc.’
- Activities are defined using an action verb in a present tense, eg. Design, draw up, search, construct...”
- The goal of the project is not the summation of the outcomes, but rather the result of the outcomes.

Example:

- Wrong result: improve water treatment and reduce direct discharge into the river.
- Right result: improve the river water quality.

Definitions:

- **Beneficiaries:** are those who benefit from the project.
- **Target Group:** the groups which would be positively affected by the project at the “goal level”. This might include the team from the partner organization.
- **Final Beneficiaries:** are those who would benefit from the project at the long run at the group or community level, eg. Children, as a result of spending on health and education; or consumers due to improving agricultural production and marketing.

- **Project partners:**

Are those who carry out the project from the population of the community (they are also the parties concerned and may be also the target groups.

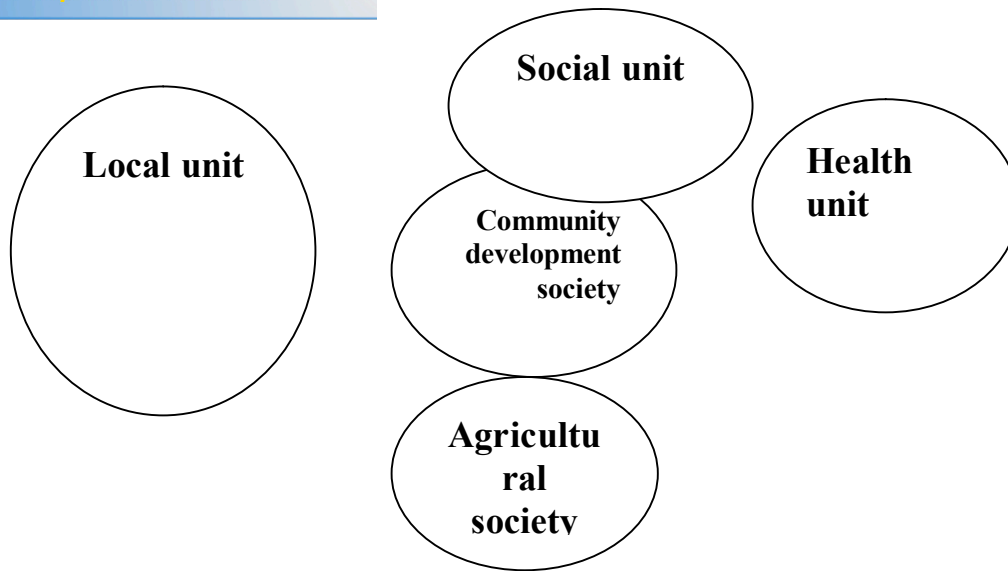
- Who are they?
- What are their roles?
- What are their tendencies?
- What is their relationship with the NGO?

- **Stakeholders:**

Are the individuals and institutions who could affect or could be affected directly or indirectly by the project or the program.

- Who are they?
- What are their resources and capacities?
- What is their relationship with the NGO?
- What are their interests and how are they affected by the problem?
- How far are they interested in participating with the NGO in addressing the problem?
- What could be done to make them more interested?
- Why their support to the project is important?
- How far do they accept or reject the project?
- What are the resources available to them?
- How could these resources be utilized?
- What are the roles expected from them to contribute to the project?

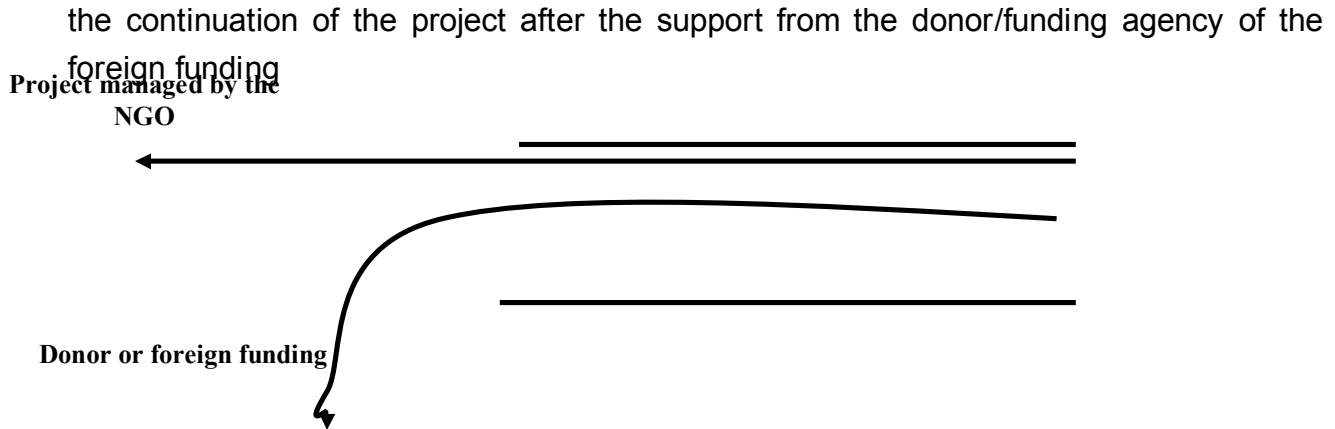
The relation between the NGO and the agencies concerned



Explanation of the project and its impact (SFD concept note guide)

- An introduction about the proposed project including the following:
- The key justifications behind proposing such project (p.15)
 - Explain the project's goal, objectives and outcomes (p 17-22)
 - Participating parties (government agencies/ private sector...etc), their roles and potential tendencies (p. 23-24)
 - Project partners in the implementation and their relationship with the NGO (p. 23)

d: Sustainability



Assumptions and risks

Achieving the goals of the project will always be subject to influences and effects (assumptions and risks); thus it is important to monitor the external environment in order to determine whether the assumptions will be realized or not; what new risks might arise; and the necessary steps that should be taken to manage and mitigate such risks, where possible.

The following model (Risk Management Matrix) that can be used to provide a clear record of how the project can plan to manage specific risks. It should be reviewed and updated periodically (as part of the annual review and the planning process).

Risks:-

The impacts of expected incidents which have negative impact on the progress of the project, either in terms of resources allocation, completion of the activities or achieving the results.

Component	Risks	Political Economic Social	Impact (likely negative effect)	Level of risk	Risk management strategy	Liability

Sustainability of the Project

The plan that explains how the project continues after the foreign funding has come to an end, so that the donor ensures that the project will not end when the funding ends, and it continues technically, financially and administratively.

Success factors for the sustainability:

- Availability of other funding sources.
- The revenues of the services provided cover the cost, after the exit of the donor.
- A trained and qualified staff to manage the project.
- A project management documentation system.
- The project is based on the true needs of the community.
- A clearly defined funding plan that ensures the continuous provision of financial support for the activities.
- A relationship between the NGO and the internal and external community.
- The NGO has the skills and capacities to build its internal capacities.
- The NGO has a database of the donors.
- The NGO has all the records and documents of the project.
- Regular follow up of the project.

Sustainability (project concept note guide – SFD)

- A preliminary analysis of potential risks and emergency plans which should at least include each component and how to mitigate the impact of each risk; eg: technical, or social (see p 26-27). Assumptions during and after the implementation of the project, to include the elements necessary for the continuation of the activities, eg. The strategies and ownership if any (p. 28)

Fourth: Budget:

A financial planning process that reflects the cost and contributions necessary to implement a certain activity, which is to be implemented in two steps:

First Step: item – unit – number of units – total cost – contribution

Item	Unit	Number of Units	Cost of Unit	Total Cost	Contributions	
					NGO	Social Fund

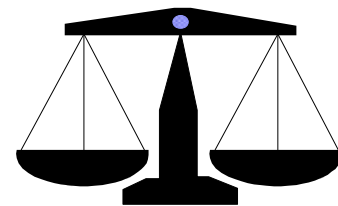
Second Step: human resources – transportation – equipment, devices and supplies – current operational costs – other costs – other activities – sub total of direct cost of funding – emergency reserve – direct total fundable cost– administrative costs – total fundable costs

Serial #	Elements of the Budget	Total	Percentage
1	Human Resources		
2	Transportation		
3	Activities of the Project		
4	Equipment, tools and Supplies		
5	Devices and Equipment		

		Materials and Services		
		Activities		
8		Sub total of fundable direct cost (1:6)		
9		Emergency reserve (maximum 5% of item (7))		
10		Administrative Costs (maximum 7 of item 9)		
11		Total fundable costs (9+10)		

While budgeting, the following must be considered:

- Credibility (several quotations)
- Realism
- Accuracy
- cash and in kind contributions from the community
- Training and maintenance
- The wages defined must be compatible with the average wages
- Fluctuations in prices should be taken into consideration, as the proposal might take long time.
- The budget is a translation in figures of the activities, so do not forget the cost of any activity (any activity = cost)
- Use the information of the participatory fast track research to help you in setting the correct wages.



Item description	Component (1) Illiteracy	Component (2) awareness	Component (3) training	total
Human resources				
transportation				
Equipment, tools, furniture.				
Running expenses				
Other costs				
total				

Human resources – (monthly salaries, remuneration for the lecturers, remuneration for the trainers)

Transportation – (travel allowance, accommodation allowance, per diem)

Running costs - (rent of the HQ, electricity, fuel)

Other costs – (rent of the meeting room, equipment, transportation costs)

Budget example for illiteracy project:

Item	Description
Teachers salaries	Human resources
Salaries of the administration staff	Human resources
Salaries of supervisors	Human resources
Classroom furnishing	Equipment, tools and supplies
Classroom painting	Other expenses
stationary	Tools and equipment
Salary of pedagogical specialist	Human resources
Rent of the HQ	Running cost

del Concept Note

It is a written way of communication and persuasion which explains a negative situation that affects a certain community or certain group within this community. It states what the change required is, how to make it and the cost needed, within a good administrative system to ensure the sustainability of the project.

Keys to the Donors¹



- The NGO's ability to run the project
- The problem/s defined by the community
- Explaining the problem, its causes, and why this one in particular was selected
- The project helps in poverty alleviation and supports the role of women
- The project can be sustainable
- The community participation proves that the NGO has strong relationship with the community and gives its members a sense of ownership
- The staff is well trained and thus can run the project
- Credibility and logic in everything
- Clear relationships between the inputs, activities, outputs, goals and objectives.
- Effectiveness and efficiency of the project, i.e the benefit from the project overrides its cost.
- The target group is well defined and meets certain criteria
- The project is a system and awareness. These are the project's two pillars
- The proposal's outline
- The technical aspects of the project are designed by engineers or specialists.
- Data and figures are compatible with the words...no contradictions
- Documentation is very important
- The project's objective must be SMART (specific, measurable, applicable, realistic, and timely)
- The activities must be FAMEES (flexible, applicable, measurable, effective, efficient, sustainable)

¹ Please refer to the –Evaluation Grid

evaluation to ensure that the project progresses as
is achieved (what-who-how)

- Time plan consistent with the available resources.
- Devising indicators to help in the evaluation.
- Select the right person to represent the NGO to the donor, He/She must:
 1. have excellent communication skills
 2. be eloquent and tactful
 3. be a good listener
 4. have participated in drafting the proposal
 5. be patient.



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Annex 1

مفهوم التنمية

Concept of Development:

Development is an ongoing dynamic process aimed at making a positive change to the living conditions of individuals through helping them to overcome the obstacles they face with a view to reaching the desired positive condition.

Development is an improvement in the individuals' quality of life, in terms of economy, education, health, environment, culture, freedom, and social justice.

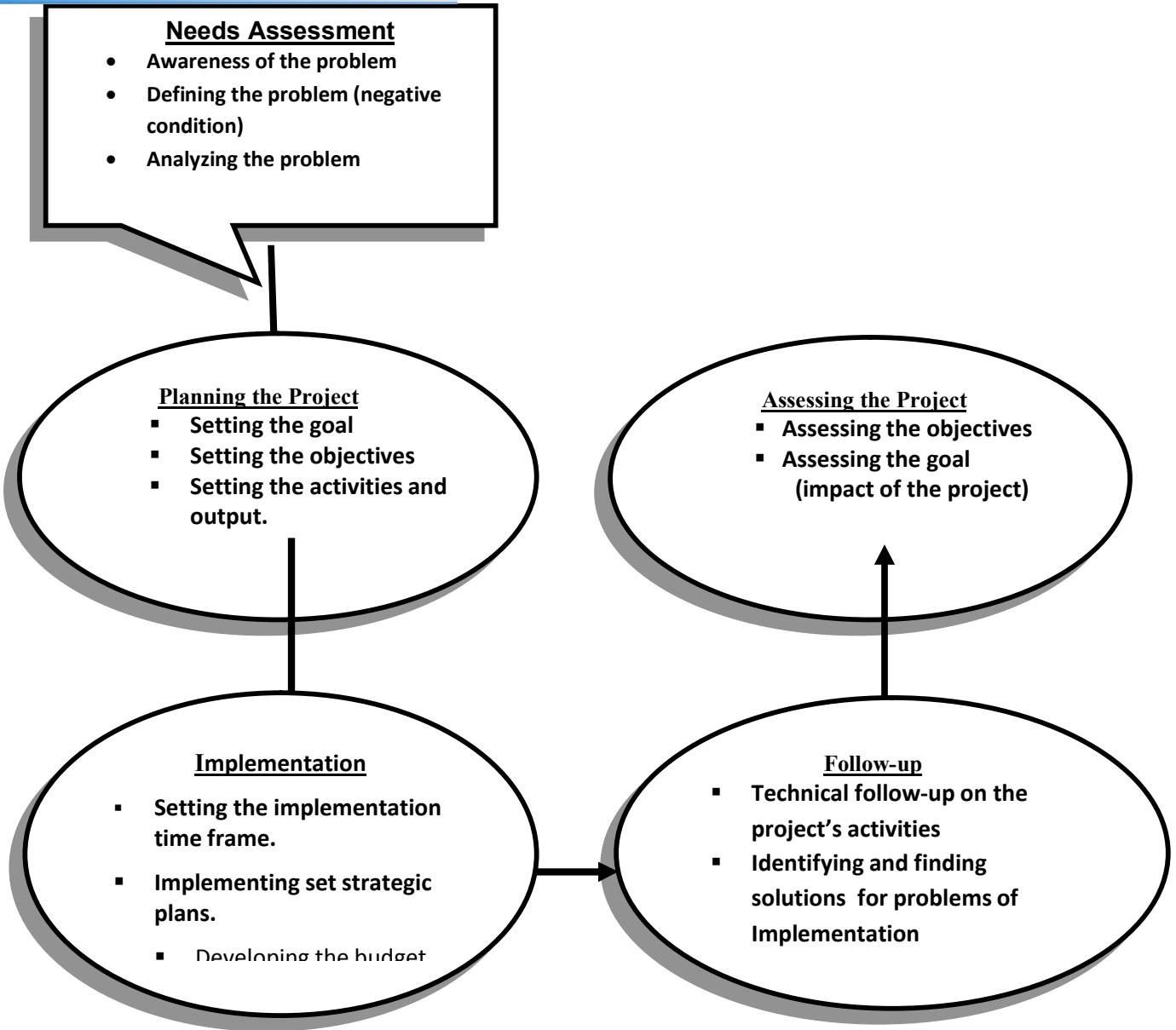
Development is to free people from deprivation in all its forms, provide them with more options, and achieve social justice and full participation

Development is to develop the capacities of the individuals and empower them to effectively participate in influencing the issues and matters which have an impact on their life.

Development Process:

1. **Participation:** refers to participation of the beneficiaries or the community with the NGO in selecting, designing, and implementing the project. It is a process which aims at entrenching the society's sense of ownership. Participation is also a main step towards success and sustainability of the project.
2. **Sustainability:** refers to the administrative and financial sustainability of the project after the donor has stopped providing funds – for example, offering financial remuneration for each service provided to the community, or providing training for development workers (within the community) as to mobilizing resources of the society and finding new sources of funding.
3. **There is a Need :** for the developmental project on the part of the community and it accepts it.
4. **Decentralization:** so that the decisions would not be centralized and far from the community, and would be taken at the points of implementation of the developmental projects where the planners, the implementers and stakeholders take part.
5. **Mutual respect for the different view points** on the part of the planners, implementers and stakeholders, in a manner that provides a level of trust and sense of integration and awareness of the importance of the developmental work.

Project Life Cycle



Beneficiaries:

up/party, who will receive positive return on the project in terms of the project's purpose, this might include the partner agency's staff.

Ultimate Beneficiaries: Those who will benefit from the project on the long run, either at the categorical level or at the society level as a whole, such as children – as a result of spending on health and education sectors– or consumers – as a result of developing agricultural production and marketing operations.

Who are they?

Where do they live?

What gender are they?

What is their economic, social, educational, health and environmental level?