

AIC INTERNATIONAL TWINNING PARTNERSHIP PROGRAM
GUIDELINES FOR PROJECT PROPOSAL PREPARATION
2011-2014 (3 Year), 2011-2015 (4 Year), or 2011-2016 (5 Year) Proposals

NOTES:

1. AIC is accepting project proposals for 3, 4 or 5 year terms. Please discuss your plans and the most appropriate timeline for this phase of your project and include the proposed duration in the title of your proposal. AIC is seeking five-year funding for the ITTP from CIDA, but we may be granted an agreement for only three or four years. If a shorter time period is CIDA's decision, then we will all need to make adjustments to keep within the timeframe and budget. It may be possible to fast track some activities, and put others on hold to be enacted in a subsequent three to five year program commencing in 2014 or 2015.
2. Please refer to the document "[Project Proposal Review Process](#)" for a complete summary of steps and timelines in the proposal preparation and review process.

PART I PARTNER PROFILES (1 – 1 ½ PAGES)

1. Summary of Partner Organizations

- Include full name and contact information for Canadian and overseas partner organizations. Provide a brief background for each:
 - when established
 - how many members
 - membership data (including a summary of age, gender, geographic location and employers)
 - key functions of the organization
 - legal status
 - number of staff (full-time/part-time, contract etc.)
 - annual revenues from all sources (memberships, contracts, projects, etc.)
 - income sources
 - functioning Board of Directors (names and how long in office)
 - financial management e.g. bookkeeping. Do you conduct an annual review or audit of your books?
 - physical facilities
- Describe the role of both partner organizations in relation to the project:
 - What role does the organization assume in project planning, management/decision making? through what mechanisms?
 - Do the project coordinators/project committee report to an Executive Committee of the organization? How does the general membership get updated about the project?
 - How will the Organizational Capacity Building component of the project be planned, managed and reported?
 - How does the Canadian organization identify public engagement opportunities?
- Describe the value added by both organizations including:
 - expertise
 - networks
 - cash and in-kind resources that the organization brings to the project (include existing or renewed agreements/memorandums of understanding for office space, use of vehicles, furniture, etc.)
- Attach letters of commitment from each partner organization.

2. Coordination Team Members

- Describe the skills and any past experience in project implementation and management for both partner organizations.
- Identify Project Coordinators for each organization and provide brief biographies/résumés.
- Identify other project coordination structures (e.g. Steering Committee, Advisory Committee) and list membership.
- Describe how the Canadian and overseas partners ensure mutual engagement in management and monitoring of the project.

PART II CONCEPT (1 PAGE)

1. Synopsis

- Briefly summarize the overall concept and objectives of the proposal.

PART III DETAILED PRESENTATION OF NEW PROPOSAL (7 - 10 PAGES)

Present the proposal according to the following sections.

1. Background and context

Describe the specific regional and sectoral context of your project. Describe the specific identified needs of beneficiaries to which the project responds (include baseline data if available). What has been done to confirm that the proposed activities can be feasibly carried out? How were beneficiaries and/or other local stakeholders involved in the identification of needs and in the project planning process? Describe how the project builds on past successes (organizational, scientific, social, economic, environment). Consider CIDA's responsive programming framework included in the IPM handout on Goals and Outcomes.

2. Intermediate and Immediate Outcomes

The following **Intermediate** level outcomes were identified by partners at the 2009 IPM. Remember, we are asking all projects to work toward the *Organizational* Intermediate Outcome and at least one of the other three Outcomes.

Your task now is to list the **Immediate** Outcomes that your project will achieve in support of each Intermediate Outcome that is relevant to your work (Organizational and at least one of the other three).

Notes:

CIDA describes an Immediate Outcome as a change that is directly attributable to the Outputs of an initiative. Outcomes are usually at the level of an increase in awareness/skills..., or access to... An Output is described as direct products or services stemming from the activities of an initiative. Your Outcomes and Outputs will match those you have detailed in your Performance Measurement Framework (see Part V).

The term "*stakeholders*" is used in several of the Intermediate Outcome statements. In your Immediate Outcome statements, identify specific stakeholders that are most relevant to your project. All partners/collaborators and clients can be stakeholders. ITPP project stakeholders is a broad term, including, but not restricted to:

- Individual farm women and men and members of their households
- Non-governmental organizations (especially agricultural, scientific, environmental), community based organizations, rural or community development bodies, farmers collectives, women's groups, etc.)
- Industry (with connections to the agricultural sector including suppliers, processors and sellers)
- Research Institutes, their scientists and representatives

- Educational Institutes (universities, colleges, training institutes, schools) and their educators/teachers
- National, Regional and local Government agencies and their representatives (e.g. District Ag officers, extension agents, etc.)
- Legislators (National, Regional and local elected government officers) and their staff (policy analysts etc)

i. Organizational Intermediate Outcome

Agricultural organizations achieve enhanced scientific and organizational capacity and gain greater recognition by stakeholders as leaders in developing and transferring Beneficial Management Practices (BMPs) in land resource and environmental management and agricultural production with particular attention given to the needs of the rural poor and vulnerable groups.

Your Project’s Immediate Organizational Outcomes are:

(Please list 3 – 5 Immediate Organizational Outcomes. Identify specific stakeholders that are relevant to your project)

Note – For clarity and measurement purposes, this Intermediate Outcome holds these components:

- Agricultural organizations achieve enhanced scientific capacity.
- Agricultural organizations achieve enhanced organizational capacity.
- Agricultural organizations are recognized, by all stakeholders, as leaders in developing BMPs in land resource and environmental management with particular attention given to the needs of the rural poor and vulnerable groups.
- Agricultural organizations are recognized, by all stakeholders, as leaders in transferring BMPs in land resource and environmental management with particular attention given to the needs of the rural poor and vulnerable groups.
- Agricultural organizations are recognized, by all stakeholders, as leaders in developing BMPs in agricultural production with particular attention given to the needs of the rural poor and vulnerable groups.
- Agricultural organizations are recognized, by all stakeholders, as leaders in transferring BMPs in agricultural production with particular attention given to the needs of the rural poor and vulnerable groups.

ii. Environmental Intermediate Outcome

Environmental issues receive greater recognition by all stakeholders, resulting in increased adoption by stakeholders of land-use and farming practices that improve soil and water conditions and mitigate or adapt to climate change.

Your Project’s Immediate Environmental Outcomes are:

(Please list 3 – 5 Immediate Environmental Outcomes if this is one of the Outcome areas selected by your project. Identify specific stakeholders that are most relevant to your project.)

Note – For clarity and measurement purposes, this Intermediate Outcome holds these components:

- Greater recognition of environmental issues by all stakeholders (refer to stakeholder list)
- Greater adoption by all stakeholders of land-use and farming practices that improve soil and water conditions
- Greater adoption by all stakeholders of land-use and farming practices that mitigate and/or adapt to climate change

iii. Economic Intermediate Outcome

Greater economic resiliency and economic sustainability of rural households and communities are achieved through increased skills (i.e. skills that improve economic capacity that are facilitated by society members) and participation in effective income generation systems and strategies.

Your Project's Immediate Economic Outcomes are:

(Please list 3 – 5 Immediate Economic Outcomes if this is one of the Outcome areas selected by your project.)

Note – For clarity and measurement purposes, this Intermediate Outcome holds these components:

- Greater economic resiliency and economic sustainability of rural households and communities achieved through:
 - Increased skills (i.e. skills that improve economic capacity – each project will need to specify the skills they focus on as they may, for example, be associated with agricultural production or business management, or...)
 - Participation in effective income generation systems and strategies.

iv. Social Intermediate Outcome

Rural households and communities achieve greater equality between men and women, improved democratic processes, and increased capacity for full participatory decision-making

Your Project's Immediate Social Outcomes are:

(Please list 3 – 5 Immediate Social Outcomes if this is one of the Outcome areas selected by your project.)

Note – For clarity and measurement purposes, this Intermediate Outcome holds these components:

- Greater equality between men and women in rural households and communities
- Improved democratic processes in rural households and communities
- Increased capacity in rural households and communities for full participatory decision-making

3. Links between the Project and the Country's priorities and focus areas

This section references the document "*CIDA Country Perspectives*" from the presentation given by Nihal Atapattu at the 2009 IPM. This section does not require extensive detail, but does need to succinctly demonstrate the following:

- How do the project's endeavours align with sector specific government policies, priorities and plans?
- How do they align with CIDA's strategy in the country?
- How do the project's endeavours connect to, or compliment the activities of other donors in country?

Include references to any consultations used in generating the information for this section.

4. Links between the Project and CIDA Priorities

This is the section where you demonstrate how the objectives of the project connect to CIDA's priorities, and how the methodology of the project proposes to meet these development objectives.

On May 20, 2009 the Canadian Minister for International Cooperation issued a statement that identified three high priority initiatives:

- i. **Increasing Food Security:** "...CIDA is placing high priority on initiatives that increase access to healthy and nutritious food, whether it be rehabilitating degraded farmland, introducing agricultural techniques that are environmentally responsible or distributing micronutrients.
- ii. **Stimulating Sustainable Economic Growth:** "...Given the power of economic growth to fight poverty, and the risks posed by the current economic crisis, our second thematic priority is to stimulate sustainable economic growth." "...skills training, microcredit, and properly functioning commercial frameworks are all part of promoting economic growth, as is ensuring that the environmental impact of this growth is minimized."
- iii. **Securing the Future of Children and Youth:** "...We will do this by such means as promoting women's health to reduce child mortality rates and providing children with basic quality education and training so that youth have the skills to engage meaningfully in their communities."

The Minister's statement also included this important note: "One final word on our focus: we cannot effectively implement these bilateral and thematic priorities while ignoring governance, the environment and equality between men and women. No longer will these critical considerations be hived off into silos of their own and put at the forefront once in a while for political consideration; they will from now on be integrated into everything we do."

With respect to priority (i), CIDA has recently begun work on a Food Security Strategy and has consulted with AIC. When this strategy is finalized, it will be circulated to all Coordinators for reference in proposal preparation.

5. Gender Equality – Understanding the Issues and Addressing the Issues

In this section please respond to the following questions:

- i. What is the impact on the genders of the Immediate Outcomes of your proposal?
- ii. If your organization has completed a gender analysis in the past five years, how is this overall gender analysis reflected in your proposal (in either process or content)? What are the major findings of the analysis? Or, what is the influence of the analysis on your project proposal? For example, if an advisory committee on gender has been formed, where and how has the consultative process influenced the design of the proposal or required adjustments to the proposal?

The attached document "[*Gender Equality Understanding the Issues and Addressing the Issues*](#)" is specifically designed to assist you in preparing your proposal using a gender lens.

6. Beneficiaries

Direct and indirect beneficiaries are individuals and/or organizations that will directly or indirectly benefit from the proposed project. Indirect beneficiaries are more difficult to estimate – for those, please provide as much information as possible.

- How many direct beneficiaries will your project have? How many indirect beneficiaries?
- Who are the direct beneficiaries? Please be specific and include factors such as gender, age group, income, rural/urban, as well as any special characteristics (disability, ethnic group)? Who are the indirect beneficiaries?
- What will the direct beneficiaries receive (goods, services, training, access to communal resources, etc.)?
- How will both sets of beneficiaries benefit from what they receive?

7. Sustainability

Describe how the benefits of the project will be sustained after funding ends.

- Describe a cost-recovery component, if any (e.g. beneficiaries contribute toward the cost of goods or services; or organizations contribute to operational or implementation costs through fund-raising? What assurances exist to support the viability of cost recovery?
- How will individuals be able to sustain improvements in their living conditions achieved through the project for the long-term? What steps will be taken during the project to ensure this sustainability?
- How will activities started during the program at the institutional/organizational level be continued after project funding ends (i.e. – “graduation” from the ITPP)? If so, how will they be resourced?

8. Risk Identification and Management

Provide a description of potential challenges or risks that may be faced in implementing the project and in achieving the expected results. Focus on challenges and risks that are the most likely to actually be a factor. For each risk identified, describe the strategies that will be used to overcome or mitigate the risk. Also describe the potential challenges the beneficiaries may face in achieving long-term sustainable benefits from what they receive through the project. In addition to identifying risks within the text of your proposal, CIDA is requesting completion of a [Risk Assessment Register](#). Please see Section IV.

9. Other Project Support

Describe local, regional and/or national support provided to the organization and/or to the project endeavours. Describe other international donor support to the organization and/or project.

10. Lessons Learned/Knowledge Sharing

Describe any concrete strategies/activities to share lessons learned with other organizations working in related fields and to foster replication of successful elements of your project.

11. Public Engagement

How will the partners promote the project in Canada to develop greater public understanding and increased support for Canada’s international assistance program?

How does the Canadian Organization identify public engagement opportunities?

12. In-Kind Contributions

The CIDA Contribution Agreement requires that **Canadian Partners** provide an in-kind contribution equivalent to 1/3 of the total project value (e.g., if CIDA provides \$100,000 cash, then the in-kind contribution is \$50,000, for a total project value of \$150,000). The most common in-kind contribution is people’s time. Other in-kind contributions include: office space, technical, communications and administrative services, lab facilities and/or services.

Demonstrate that you have the capacity to meet the in-kind contributions.

PART IV INVESTMENT RISK REGISTER

In this proposal, CIDA requests a detailed identification of risks that may affect implementation of the project and how these risks will be managed. During the lifetime of the project, the identified risks are to be reassessed regularly and management approaches updated. Risks are divided into four categories: Operational, Financial, Development, and Reputation. Using the attached format and guidelines, list the risks identified in your proposal (Section 9) within the appropriate category. This is the first time we have been asked to complete this register, so please do not hesitate to ask should questions arise.

PART V PERFORMANCE MEASUREMENT FRAMEWORK

The Performance Measurement Framework (PMF) is another new format requested by CIDA. It is similar to the RBM Framework used in the past, but more comprehensive in terms of measurement and responsibility, and as such, you can use it as both a planning and management tool for your project. The completed PMF provides details on the expected results at each level of the logic model (Intermediate Outcomes, Immediate Outcomes, Outputs, Activities) for your project, and includes: what will be measured, how it will be measured, and who is responsible for collecting and validating data.

Your PMF will be used as the basis for reporting during the course of the project.

The template for the [Performance Measurement Framework](#) is attached. Remember, we are asking all projects to work toward the *Organizational* Intermediate Outcome and at least one of the other three Intermediate Outcomes. Complete the template fully for the areas that are relevant to your project and delete, or leave blank, the Intermediate Outcomes that your project does not include.

PART VI BUDGET (1 PAGE)

Provide a budget, presented by year, for the full term of the project (e.g., Year 1, Year 2, Year 3 etc.). In developing your budget, use the seven categories as described in the attached [New Chart of Accounts for ITPP Projects](#). Please do not hesitate to ask if you have questions about which category to use for planned expenses.

Provide a detailed quarterly budget and activity plan for year one of your proposal.

Templates for budget presentation are attached.

ITPP average annual budgets are approx. \$50,000-\$60,000/year. If you are submitting a proposal with an increased budget, be prepared to reduce your budget in some areas in case CIDA's funding will not allow the increase.

Build in South-South and gender initiatives within your project budget. Cooperation amongst projects needs to be included in your main budget. If there is additional money later, there will be potential for distribution among projects, but do not count on having funds for unbudgeted initiatives.