

**THE LUTHERAN WORLD FEDERATION
Department for Mission and Development (DMD)
P.O. Box 2100, CH-1211 Geneva 2, Switzerland**

**GUIDELINES
FOR PROJECT
PLANNING
AND
APPLICATIONS**

Contents:

	Page:
Introduction	2
Procedures & Timeframes	2
Guiding Principles	3
Project Application Form	4
- Endorsement procedures	5
Outline for the Project Write-up	6
- Explanation to the paragraphs of the Outline	7

INTRODUCTION

With this complete set of information on project application and on project implementation and reporting LWF-DMD intends to assist the member churches in their project work.

We aim to provide clarity about the procedures and timeframes and we hope to achieve a common understanding about expected quality of planning, implementation and reporting.

The background for this focussed approach on quality is the reality of increased competition for funding, increased importance of being able to report on the (direct) results and impact of the projects (its direct, indirect and long term impacts).

In our LWF communion we have to be able to prove that our projects are relevant, well planned and implemented and have the envisaged results and impact. If not, we will be facing a continued gradual decrease of available financial resources.

Of course, we don't accept such a scenario! Together (LWF member churches, LWF secretariat (DMD) and supporting churches and agencies) we will work towards improved and sustained quality of our performance. We in DMD hope that these guidelines will be helpful in that process.

We are also aware that joint training on related planning, implementation and reporting skills will be needed in the context of ongoing 'Capacity Building'.

As a follow-up to the Global and the 3 Regional Capacity Building workshops we are now preparing for *national* Capacity Building workshops. Feel free and invited to make proposals for such a national workshop.

PROCEDURES & TIMEFRAMES

The LWF-DMD has an annual project application cycle.

December 1st of each year is the deadline for submission of new applications.

Between December and March of the following year, DMD makes an inventory of all applications, proceeds with the pre-screening of applications (with a first round of questions for clarification to the applicants) and then with the actual screening of the applications (with further questions).

By the end of March, the final internal screening, including LWF inter-departmental screening, takes place. This inter-departmental screening decides whether projects will be submitted to the LWF Project Committee, a committee appointed by the LWF Assembly (for a period until the next Assembly) that has the mandate to approve projects for the LWF.

The Project Committee (PC) meets the last or second last week of May. Approval of applications by the PC means that DMD can seek funding for the approved projects in the name of the Lutheran World Federation. Usually the period from June until December is needed for fund raising, although increasingly DMD is facing a situation in which the level of funding secured for the project cannot be conveyed to the applicant before January 1st. In a few cases DMD can only issue a so-called 'partial letter of approval', in which - for example - secured funding for only the first year is confirmed.

With this 'letter of approval' the project holder receives the green light to start implementation. The letter is accompanied by a Project Agreement, stipulating the legal framework of mutual requirements and obligations, and an Audit Agreement, a tri-partite agreement between the project holder, the independent certified auditor and LWF-DMD.

Once these agreements have been mutually signed a first disbursement of funds can take place.

GUIDING PRINCIPLES

The following paragraphs indicate general guiding principles for LWF-DMD supported projects. Content wise the LWF Guiding Principles for Sustainable Development are most important. For these we refer to Appendix D.

Gender and violence

It is an LWF policy to give generally high priority to projects that educate and promote gender inclusiveness in all aspects of project planning, management and implementation and to those that address the issues of violence against women and children and aimed at reducing all forms of violence.

Sustainability

Sustainability has many different aspects that are addressed in the attached LWF Guiding Principles for Sustainable Development (appendix D). In all its dimensions it should be a decisive factor in all our planning, screening and funding decisions.

Ownership and responsibility

In the project planning we envisage a strong participation of the target group (previously called beneficiaries). We would like to move away from that concept of people receiving the benefits of a certain organized activity. From the onset the people for who and with whom the project is being planned and organized should feel responsibility for and ownership of the 'project'. We encourage you to seek a contextual and appropriate way to ascertain that in your own context. Please express this clearly in your application.

Construction of buildings

The need for new buildings must be clearly justified. Construction of new buildings can only be considered if no buildings are available at all or if no suitable accommodation is available for programmatic activities already underway.

When buildings are part of the plans and budget, attach:

- Drawings of planned buildings indicating the total square meters.
- Detailed programmatic activities (e.g. training or education programs, etc.)
- Other relevant information supporting the application.

Please note that building projects are normally given low priority by funding agencies.

In the Budget: the cost estimates should include the following details:

- | | |
|-----------------------|---------------------|
| - land purchase | - furniture |
| - building costs | - other equipment |
| - external site works | - professional fees |

These cost estimates shall be prepared by qualified persons, i.e. a builder and/or architect.

A separate statement shall be attached to the application regarding the operational costs and maintenance of the completed building and how and by whom these costs will be covered.

Human and material resources

If expatriate personnel is involved in the implementation or to be recruited by the applicant, considerations must be made about their possible local replacement in the future.

If equipment is to be imported from overseas availability of spare parts and local repair and maintenance possibilities shall be considered. DMD encourages maximum use of local human and material resources.

Government approval

For some projects or project components governmental approval may be required. If so, please ensure that such approval is obtained before submitting the application to DMD.

ENDORSEMENT PROCEDURES

1. Procedures for endorsement of projects to be submitted to LWF are normally laid down in the constitution and bylaws of the member churches or their national LWF committee.
2. It should be avoided that endorsement is only rubber stamping. Through endorsement the church as a whole accepts responsibility for the project and the utilization and management of the resources.
3. It is important that carefulness and inclusiveness are applied while screening the proposals. As such endorsement procedures are the first round of screening (the quality) of applications.
4. Priority setting is the next step in the endorsement procedures. In case of a substantial number of applications, LWF-DMD needs to be guided by the priorities as set by the member church.

5. OUTLINE FOR THE PROJECT WRITE-UP

*Each project application should be drafted by following **all** paragraphs listed below. In a few cases a certain paragraph can be irrelevant. Only skip a paragraph by indicating the reason why - according to you - a paragraph can be skipped. Information left out –deemed important by DMD staff- will only lead to delays and a possible decision not to submit the application to the Project Committee.*

In brief: Only applications that provide all needed information can be considered.

Page 7-12 provide further directions (questions and sub questions) to these paragraphs.

A. PROJECT DESCRIPTION

1. Goal of the Project
2. Context Analysis
3. Objective(s) of the Project
4. Project Planning
5. Planned Activities
6. Project Strategy
7. Project Duration

B. PROJECT IMPLEMENTATION

1. Implementation Responsibilities
2. Implementation Resources
3. Monitoring and Reporting
4. Reviews and Evaluation
5. Risk Factors and Important Assumptions

C. PROJECT BUDGET

1. Budget prepared in local currency, organized in
 - program activities
 - capital costs
 - salaries and administration

(see attached budget format)

The following documents should be annexed to the application:

1. Church Profile (see Appendix A)
2. Brief Organizational Structure Profile (see Appendix B)
3. Organizational Chart/ Organigram

And for existing programmes and follow-up requests:

4. Last institutional Audit / overall Annual Accounts
5. Last Annual Report
6. Last evaluation report

EXPLANATIONS TO THE PARAGRAPHS OF THE OUTLINE FOR THE PROJECT WRITE-UP

A. THE PROJECT DESCRIPTION

1. Goal of the Project

State briefly:

- 1.1 the overall goal for this project
- 1.2 the vision of the church/organization for this project
- 1.3 the theological motivation for undertaking this project

2. Context Analysis

Describe the prevailing situation with regard to:

2.1 General context referring to (when relevant):

- 2.1.1 geography (climate, topography, vegetation, natural resources etc.)
- 2.1.2 population data (total number, density, family/community structures etc.)
- 2.1.3 economic data (income sources, occupation, economic infrastructure, production and distribution patterns, etc.)
- 2.1.4 social data (culture, religion, literacy, health conditions, educational opportunities, etc.)
- 2.1.5 specific sector information of relevance for the application (e.g. for a health project specific information on the health situation in the project area and among the target population should be provided).

2.2 Specific background information on the project

Please share analysis of:

- 2.2.1 the nature and the root causes of the issues or challenges that the project intends to address;
- 2.2.2 the situation of the intended target group, their cultural, religious, social, economic and political status;
- 2.2.3 the social and economic background in the project area with special regard to
 - Conditions of women, men and youth
 - Conditions of the poor
 - Conditions of specifically marginalized groups (e.g. religion, ethnicity)
- 2.2.4 Attach the following documentation to the application, if relevant and available:
 - Map or maps showing the project location or area
 - Evaluation reports or other project reports
 - Other documents that could support the application

2.3 Comparative information on similar projects

2.3.2 Describe briefly existing services and organizations, which are located in the project area and which address the same goal.

2.3.3 If similar projects/activities are implemented by government or other churches or

organizations in the same district or area, please explain

- Why there is a need also for this project
- How cooperation with and coordination of the projects in the area will be secured

2.4 If the application is a request for a continuation or a new phase of an ongoing project, **please include information on:**

- Achievements and experiences from previous/ongoing phase(s).
- Any change in focus, approach and sector or area coverage.
- The funding of the previous phase(s).

3. Objective(s) and envisaged results of the Project

Objectives should be distinguished from project activities. E.g. construction of a health clinic, equipping a radio studio or training of church workers are activities. They are carried out to achieve certain objectives, e.g. to improve the health situation in a given area, to reach a new audience with the Gospel or to develop human resources.

Formulate:

3.1 SMART objectives

3.2 the specific method to be used to measure achievement of the objectives (with other words: are the objectives sufficiently detailed and distinctive so that one is able to observe their achievement or gradual process of achievement)

(see also 3.1 under section B. Decide what is to be mentioned here and what is to be mentioned under B 3.1 with respect to the monitoring and reporting)

N.B. Please formulate SMART objectives (3.1) and formulate SMART indicators (3.2) for each objective (SMART: Specific, Measurable Achievable, Relevant, Time-bound)

4. Project Planning

Please respond to the concerns listed if relevant:

4.1 Initiative and Involvement

4.1.1 Who made the project initiative (church, community, specific groups within the church or community, another Non-governmental Organization, or overseas partners)?

4.1.2 Who has been responsible for the project preparations (names, positions and organizations)?

4.1.3 Explain how women and youth were involved in the planning process for this project.

4.1.4 How does the project meet the *practical* needs of women and youth (water, education, health care, appropriate and innovative skill training, etc.)?

4.2 Target group (stake holders) and Participation

4.2.1 Who are the project's *direct* target group/participants?

4.2.2 How does the project meet the *strategic* needs of women (to be achieved by involving them in the planning, implementation, monitoring and evaluation of the project, promoting equal opportunity in decision-making processes in society, etc.

4.2.3 Similar as 4.2.2 but now from the perspective of Youth.

4.3 Impact Focus

- 4.3.1 What will be the *expected impact* from the perspective of: (select those relevant)
- 4.3.1.1 Spiritual Growth and Faith Expression of the church, community and project participants/target group
 - 4.3.1.2 Social Patterns and income distribution
 - 4.3.1.3 Rights of minorities and marginalized groups
 - 4.3.1.4 Environment and utilization of local natural resources
 - 4.3.1.5 Empowerment of people, communities or congregations to assume more responsibilities for their own life and future

4.4 Will the project cause significant changes in peoples lives?

Provide a short story from the perspective of the target population or from one individual who could be a typical project participant in order to demonstrate how important the project will be for individual people. This provides the 'human interest' dimension of the project that is very important for fund raising.

If special research (feasibility studies, baseline surveys, i.e., basic information about situation prior to introduction of project) has been undertaken during the planning process, please provide extracts and attach the studies to the application. Especially for larger and integrated development projects it is important that proper baseline data are available or collected in order to establish progress and targets by which the project achievements can be measured.

5. Planned Activities

Please Describe:

- 5.1 The specific activities that have been planned in order to fulfill the stated objectives.
- 5.2 Indicate quantitative targets for each activity.
(e.g. numbers of seedlings to be planted, how many copies of the church magazine will be printed, how many women pastors will be trained for how many days, numbers of workshops to be held each year, etc.)

6. Project Strategy

Please explain the approach to be used: How activities lead to the achievement of the objectives and how the achievement of these objectives contribute to achieve the project goal(s).

The paragraph needs to explain why and how the approach is the most effective way to achieve the goal.

7. Project Duration

Projects should normally be planned in such a way that they follow the calendar year. In case the project is planned to be a longer and wider process consisting of several project phases, give a short description of the long-term planning:

- 7.1 How many phases of the project are planned and for how long?
- 7.2 What are the reasons for these phases?

B. ON PROJECT IMPLEMENTATION

1. Implementation Responsibilities

Please describe:

- 1.1 The organizational **staff** structure of the project. Who will be responsible for coordination, monitoring, implementation and preparing narrative and financial reports?
- 1.2 How will the target group and related communities be involved in and made responsible for the implementation of the project activities.
- 1.3 How will women and youth be involved in and made responsible for the project implementation

2. Implementation Resources

Please provide:

- 2.1 The number of personnel and their specific skills (distinguish: male/female) needed for the implementation, specifying personnel already in place and those still needed. Please list the name(s) of staff, their position in the project and their professional background and the experience they have.
- 2.2 The physical input needed for the implementation (materials, equipment, tools, machinery, etc.).
- 2.3 How the needed input (human and material) will be obtained. *This paragraph provides key data for the preparation of the budget and needs to correlate.*

3. Monitoring and Reporting

- 3.1 What method and progress indicators will be used to describe the changes achieved for each planned activity? (see comments under section A 3.1 and 3.2).
- 3.2 How will the process of monitoring and project reporting be organized from the target group level up to the project management level?

4. Reviews and Evaluations

Please Explain:

- 4.1 What kind of reviews and evaluations of the project activities are foreseen to take place during and after the implementation? Also explain the methodology to be used to assess the impact of the project.
- 4.2 How will the target group and communities, especially women and youth be involved in the exercise of project reviews and evaluation.

5. Risk factors and Important Assumptions

Please Describe:

- 5.1 Any major difficulties and constraints, that may influence the implementation of the project, and risk factors beyond the control of the project holder, that may jeopardize the outcome of the project (*e.g. political instability, land ownership problems, climate conditions, etc.*).
- 5.2 Important assumptions which – if not fulfilled – are likely to affect the implementation and the outcome of the project (*e.g. it is assumed that local banks will provide low-interest loans to youth groups that have been given vocational training, or that husbands will allow wives to attend training courses, or that mission outreach activities will not be restricted by government.*)

C. ON THE PROJECT BUDGET

1. DMD gives high priority to the mobilization of local and own resources. How and by whom will local and own resources be made available for this application?
2. How will the project activities continue when outside support ends? Please explain how this will be done; for example to whom will the responsibility for management of the project activities be transferred? To the project participants/target group, to communities, to congregations or to governmental structures? Are measures foreseen to institutionalize this?
3.
 - a. Provide a detailed breakdown of project expenditure. The level of detail will vary according to the project, but the budget estimates should correspond to the activities proposed to be implemented. Cost estimates should be given in local currency. The budget shall, if the duration of the project is more than one year, specify the (semi) annual expenditures for each separate activity, but up to a maximum period of three years.
 - b. Describe what local resources are available for the implementation and long-term sustainability (for example: from local, regional or national government offices, from other Non-Governmental Organizations, from the community and/or Church in cash and in kind, in voluntary work, and from bilateral overseas partners.
 - c. Also describe the local expertise from which the project can benefit in the implementation phase.
4. Please explain whether any of the proposed project activities can be financed through local Micro-Credit schemes. If this is not possible, please give the reasons.
5. Use the DMD budget format by listing
 - 5.1 capital investment costs separately (e.g. purchase of equipment needed to implement the activities)
 - 5.2 cost estimates for each planned activity or sector (e.g. agriculture, health) and under each activity or sectors for sub-categories (under agriculture e.g. irrigation, seedlings, training)
 - 5.3 cost estimates for administration, i.e. separate budget lines for personnel costs, transportation costs, travel costs, office administration costs, etc.
 - 5.4 With respect to the financing plan (in the DMD budget format) please indicate how the budget will be financed:
 - 5.4.1 from own or local contributions: include only cash contributions and indicate source of contribution (*i.e. local congregation, district or central church office, or from other NGO's or government agencies in the country or other church denominations or ecumenical organizations in the country.*)
 - 5.4.2 from overseas donors: state which organizations and the amount of funds requested from them and/or confirmed by them (*like partner churches abroad, overseas ecumenical organizations.*)
 - 5.4.3 from LWF/DMD: state precisely the amount requested from DMD per year.

Please note that the financial value of non-cash contributions (for example labor or local material) should be estimated and stated separately in the budget narrative, but not to be included in the actual budget estimates.