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Practical Guide

To

NGOs' Project Preparation and Management

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March 2006

Republic of Lebanon

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<u>General Introduction</u>

The objective of this guide is to provide Lebanese Civil Society Organisations with a set of tools that help identify the main steps necessary for smooth preparation of project proposals and a sound management of awarded projects. The guide is divided into two modules. The first module goes through the key aspects of **Project Preparation** and the second module analyses the various aspects of **Project Management.**

The majority of explanations and examples contained in this guide are valid for all kinds of projects, independently of donors, while others are more strictly related to European Union funded projects.

The guide aims at helping NGOs in:

- Assessing a call for proposals
- Analysing the action using the Logical Framework Approach
- Making a project proposal operational
- Understanding the main aspects of Project Management and Evaluation

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    Lesson 1: Basic Principles of Project Preparation
    Lesson 2: How to read a call for proposals guidelines?
    Lesson 3: Introduction to the Logical Framework Approach
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Glossary

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Module I: Project Preparation

Lesson 1:	Basic Principles of Project Preparation

Objective: Clearly identify a project's intentions

Before starting a project's preparation, it is important to fully understand the terms which are commonly used in any given project development and implementation. As far as European Union projects are concerned, we will use the definitions available in *Aid Delivery Methods: Project Cycle Management Guidelines,* a manual released by the European Commission in March 2004.[1]
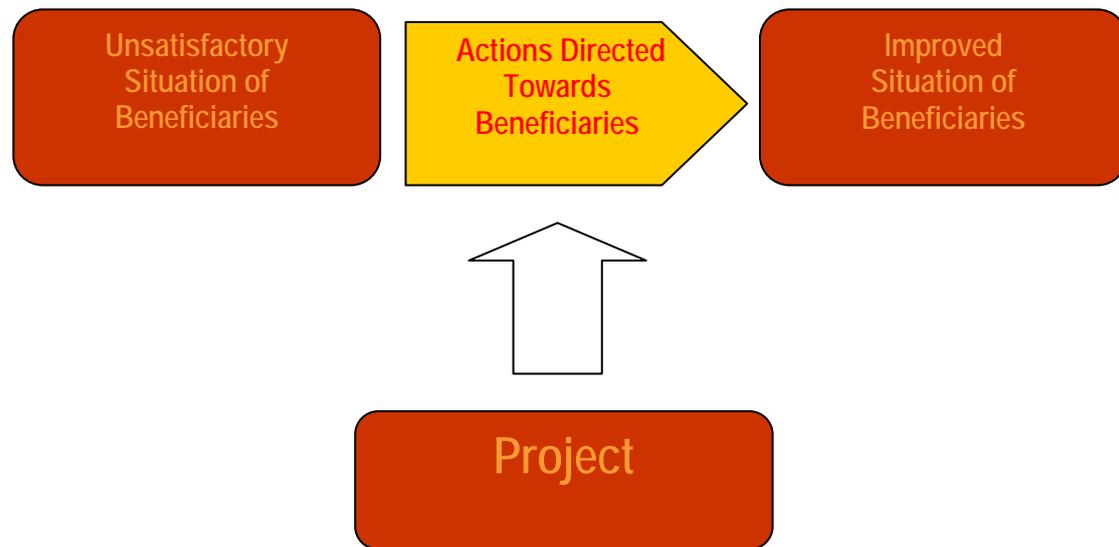
What is a *Project*?
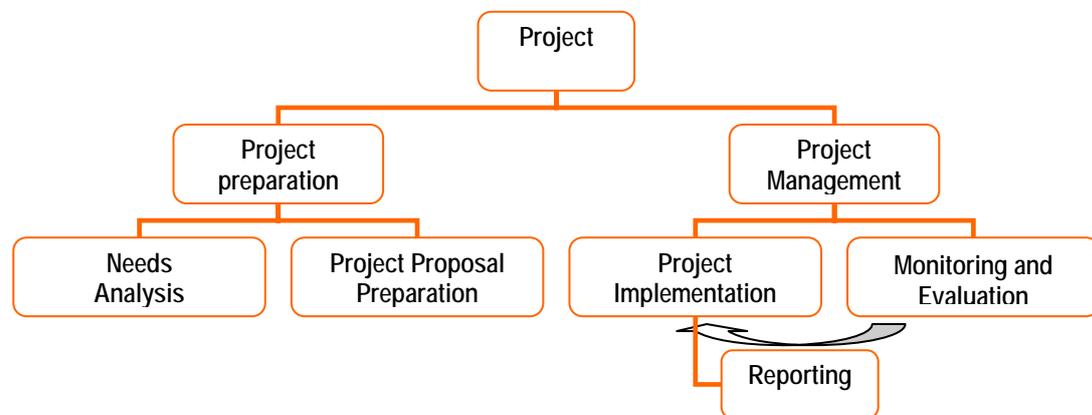
According to the European Commission's *Project Cycle Management Guidelines,* "a project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget."[2]

At the beginning of a project's preparation, the project leader should have a clear idea of the problematic situation that needs to be addressed, the improved situation to reach and the stakeholders who will be directly involved.

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[1] European Commission (2004), *Aid Delivery Methods: Project Cycle Management Guidelines,* EuropeAid Cooperation Office & Development DG, Brussels.
[2] Ibid., p. 8.

Chart 1. Project impact on target groups

Unsatisfactory Situation of Beneficiaries	Actions Directed Towards Beneficiaries	Improved Situation of Beneficiaries

Project

Who are the beneficiaries & stakeholders of the project?

Beneficiaries: Are those who benefit in whatever way from the implementation of the project. Distinction may be made between:
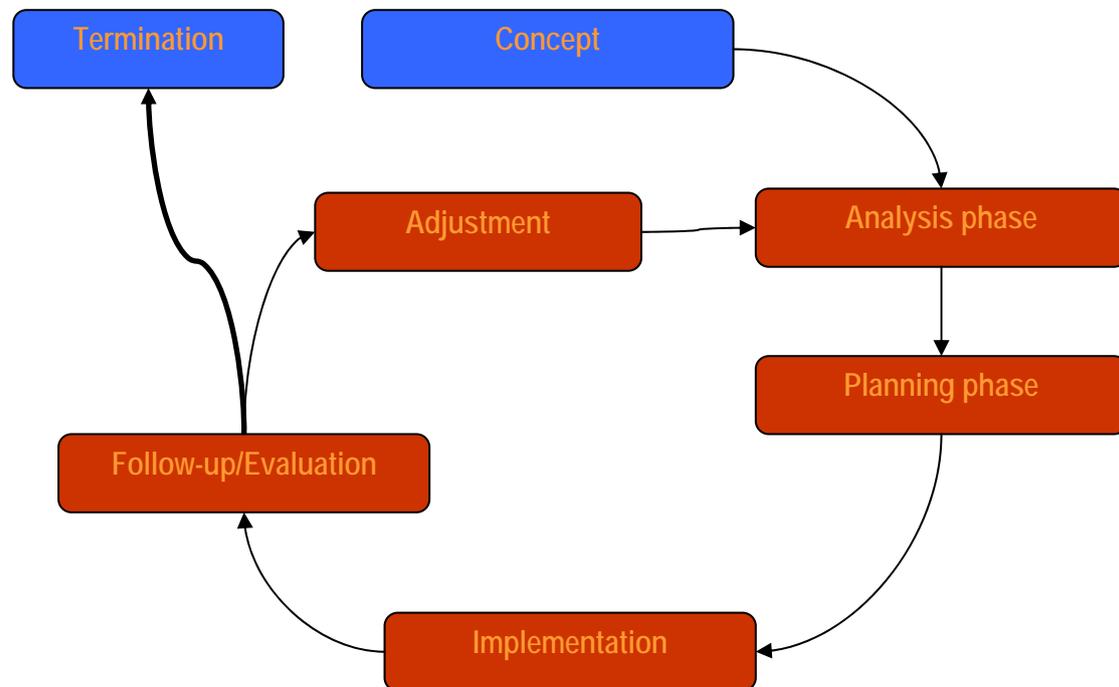
(a) **Direct beneficiaries**: The group/entity that will be directly and positively affected by the project at the project purpose level. This may include staff from partner organisations

(b) **Indirect beneficiaries**: Those who benefit from the project in the long-term, for example children, due to increased spending on health and education

Stakeholders: Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by a project or a programme.

What are the different stages of a Project Preparation?

Every project can be presented as a sequence of consecutive phases:

Chart 2. Project Cycle

```
  Termination          Concept

          Adjustment  →  Analysis phase

                          Planning phase

  Follow-up/Evaluation

              Implementation
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The Concept Phase:
During this phase, the complete concept of the project is developed.

The Analysis Phase:
The project's specific objectives, expected results, activities as well as the analysis of the risks which can affect its implementation are defined.

The Planning Phase:
Stakeholders are identified as well as the project's beneficiaries and specific target groups which will be addressed by the project. Furthermore, the resources (financial and human) the project requires should be identified in addition to clear coordination and management arrangements as well as monitoring and evaluation systems.

The Implementation Phase:
The project becomes operational and activities are executed.

The Evaluation Phase:
The implementation of the project's activities is monitored through indicators that have been developed during the planning phase. It is a continuous process which might lead to adjustments before a final evaluation, at the termination phase.

The Termination Phase:
The initial assumptions are compared with the project's actual outcomes in order to evaluate the project results and impact and draw recommendations for future actions.

Module I: Project Preparation

Lesson 2:   How to read a call for proposals guidelines?

Objective: Learn how to analyse different grant opportunities

After having identified the general concept of a future project, the organisation (*Applicant* [3]) can start to analyse what resources - both human and financial - are required in order to assure a smooth project implementation. Considering their limited resources, Civil Society Organisations are often seeking different sources of funding in order to co-finance their projects. Lesson 2 highlights the characteristics of European Union grant opportunities.
The European Commission offers a wide range of grants to Lebanese Civil Society Organisations, through the MEDA Program[4] and the EU Horizontal Initiatives[5]. All of the opportunities can be found on the website of the Delegation of the European Commission in Lebanon or on the EuropeAid website (see links below).
Most grants are awarded following the **call for proposals** publication. EU grants can be open or restricted.

Detailed procedures for the EU grants implementation are available in the *Practical guide to contract procedures for EC external actions*, released on 1 February 2006, pp. 6-34 and 84-98.
http://europa.eu.int/comm/europeaid/tender/practical_guide_2006/index_en.htm

The Guidelines section of the above mentioned guide is the main document to study before initiating a successful proposal. Hereafter are provided some useful elements necessary to carry out the first *quick grant opportunity assessment,* in order to evaluate whether the funding opportunity is suitable for financing the proposed project.

What are the grant's priorities and objectives?

Background, programme objectives and priorities
Paragraphs 1.1 & 1.2 of the Guidelines describe the programme's historical background and state its objectives and priorities. These sections also provide information about the policy of the donor in the country or region covered by the programme.

It is important to make sure that your project complies with the scope of the programme's objectives and priorities.

While the Guidelines provide the necessary information about the priorities of the programme, it is useful to find out any additional information on the relationship between the donor and the beneficiary country/region, in the specific field of the programme.

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[3] For the definitions of terms in bold italic, see the Glossary.
[4] MEDA Program provides financial aid to achieve the objectives of the Barcelona Process. Launched in 2005, the Barcelona Process defines the main objectives for cooperation between the European Union and Mediterranean Countries.
[5] The EU Horizontal Initiatives are EC Programs and Projects covering the following themes: Human Rights, Co-financing with NGOs, Gender, Food and Security, Forests and Environment, Health and Landmines.

Two main documents which outline the scope of cooperation between the European Union and beneficiary countries are the *Country Strategy Paper (CSP)* and the *National Indicative Programme (NIP)*.
These two documents aim at guiding organizations in managing and reviewing EU assistance programmes.

EU & Lebanon Country Strategy Paper Lebanon 2002-2006
National Indicative Programme Lebanon 2002-2004
http://www.dellbn.cec.eu.int/en/eu_and_lebanon/csp0206.htm
http://www.dellbn.cec.eu.int/en/eu_and_lebanon/nip0506.html

What are the available financial resources?

<u>Financial allocation provided by the Contracting Authority</u>

Section 1.3 provides information about the *overall indicative amount* made available under a given call for proposals. This amount represents the maximum overall allocation which could be dispensed to all selected proposals. In some cases, due to insufficient quality or number of proposals received, the **Contracting Authority** reserves the right not to award all available funds.

Furthermore, this section describes the *size of grants* which must fall between indicated minimum and maximum amounts. Note that by dividing the overall indicative amount by the minimum and maximum amounts of grants, it is possible to assess the maximum and minimum number of projects that can be financed.

Example:

| Overall indicative amount	1 200 000 €
Minimum amount	50 000 €
Maximum amount	100 000 €
Maximum number of grants	24
Minimum number of grants	12

Co-financing ensures ownership of the selected projects. In the majority of cases, the **grant covers only part of the costs necessary for implementing the actions**. The balance must be financed from the applicant's or partners' own resources, or from sources other than the European Community budget or the European Development Fund.

The guidelines provide the limits of co-financing as follows:

- A grant may not be for less than **X** % of the total eligible costs of the action

- No grant may exceed **Y** % of the total eligible costs of the action

In some limited cases, the grant may cover the entire costs of the action if it is deemed essential to carry it out. In such a situation, the Applicant must justify full financing in the Grant Application Form.

Chart 3. Total eligible costs of the action and share covered by the grant

<div align="center">

Maximum amount of grant (Y %)

Minimum amount of grant X %

Total eligible costs of the action (100 %)

</div>
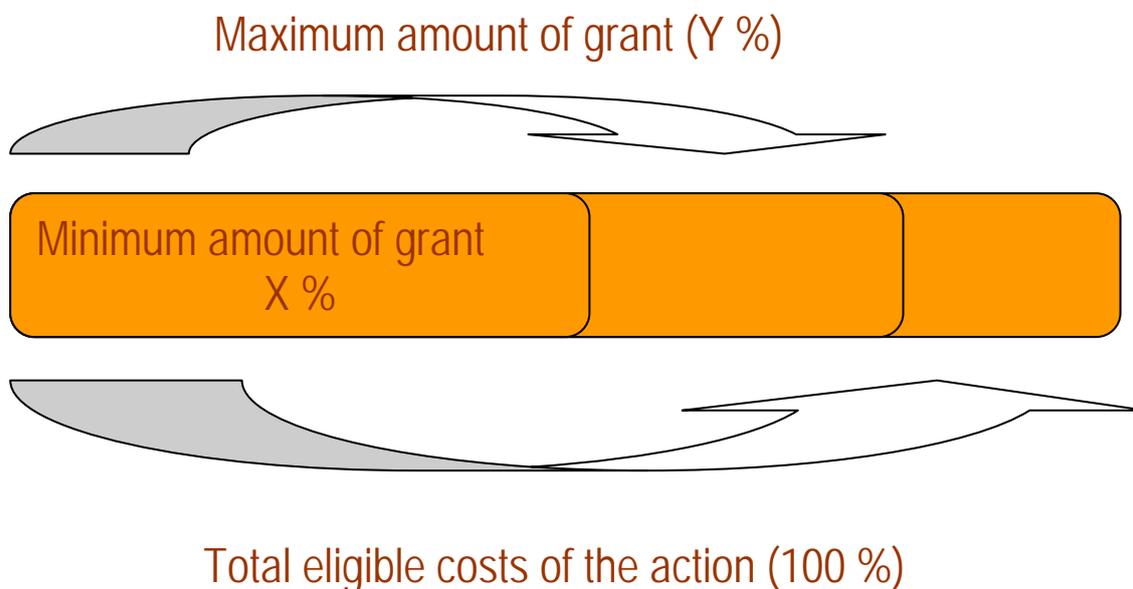
Note that the size of grants differs from one funding opportunity to another. Regarding the budget it is very important to clearly demonstrate that the total eligible costs of your project correspond to the real scope of action.

2. Conditions of a call for proposals

- **Who may apply?**

It is important to study the eligibility criteria (sections 2.1.1 & 2.1.2) in order to verify what kind of organisations may apply for a grant. The Contracting Authority defines the specific eligibility criteria in order to limit the number of organisations that may apply for a grant. These restrictions are introduced in order to assure the participation of organisations active in the field defined by the programme's priorities. At the same time, the participation in the grant competition is restricted only to *existing organisations* that respect their legal obligations, provide genuine information about their situation and respect the rule of fair competition.

Note that the Applicant must meet all of the eligibility criteria.

The first group of criteria define the characteristics of applicants.

Standard criteria:
- Be **non-profit-making legal persons** (a grant is not intended to generate profit for the Applicant)
- Be **directly responsible for the preparation and management of the action, not acting as an intermediary**

Specific criteria:
- **Applicants should fall into the following categories: non-governmental organisations, public sector operators, local authorities, international inter-governmental organisations**
- **Applicants should have their headquarters in the European Union or other eligible countries**

In some cases, other eligibility criteria can be required.

The second group of criteria defines a standard set of conditions that must be met by applicants in order to implement a project, respecting their legal obligations and the rules of fair competition. The restrictions concern bankrupt organisations or those having problems with justice or organizations that have not fulfilled their social security or tax obligations, etc.

Special attention is paid to good conduct of organisations: previous involvement in fraud, corruption and other illegal practices can lead to the exclusion of the Applicant from participating in the grant competition.

A special paragraph in the Guidelines describes the conditions for the involvement of *Project Partners* in project implementation (Partnerships and eligibility of partners – 2.1.2). Usually, the European Commission encourages the building of a *consortium* involving different partners in project implementation. These partners can then bring together complementary skills that can contribute to better achieve a project's objectives. Furthermore, a consortium brings together partners to exchange their respective experiences.

In some programmes, partnership is compulsory. Note that all of the consortium partners should sign a Partnership Statement that must be included in the project proposal (this requirement is not valid for *associates organizations* and *subcontractors*).

In the case of a grant application being prepared collectively by a Consortium, the partners should clearly identify the *Leading Company* (*Applicant*). This Leading Company will represent all of the consortium members. If the proposal is successful, the leading organisation will be directly responsible for project implementation and will act as the contracting party and assure all relations with the Contracting Authority.

Project promoter (Applicant) | Project partner | Help for project implementation
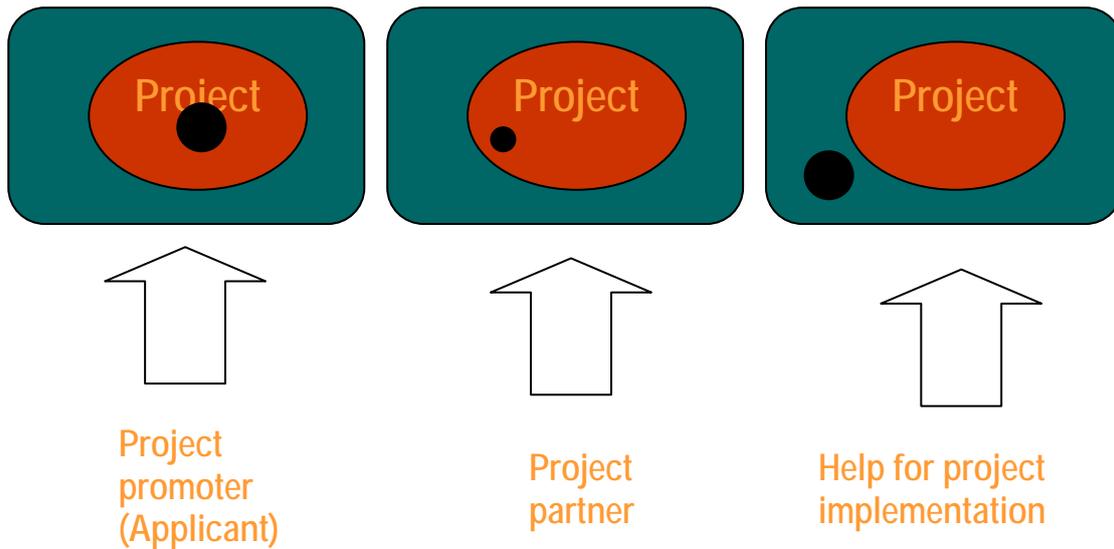
- **Eligibility of Costs**

Only *eligible costs* can be taken into account for a grant. The budget is therefore both a cost estimate and a ceiling for eligible costs. Note that the eligible costs must be based on real costs, not lump sums (except for subsistence costs and indirect costs).
Recommendations to award a grant are always subject to the condition that the checking process which precedes the signing of the contract does not reveal problems requiring budget changes. The checks may give rise to requests for clarification and lead the Contracting Authority to impose reductions.

It is therefore in the Applicant's interest to provide a **realistic and cost-effective budget**.

Note that the **nationality rule** is applied to all EC external actions and grants. According to this rule, participation in EC external actions is open on equal terms to all legal and natural persons who are established in European Union member states, in official candidate countries, in member states of the European Economic Area as well as in countries recipient of EC external aid.[6] Beside Project Applicants and Project Partners (eligibility criteria), the nationality rule is also applied to all other components of a project (associates, subcontractors, external experts, etc). However, in some cases the nationality rule can be waived. Applicants having any doubts about the nationality rule regarding organisations or persons participating in the project should clarify the issue with the Contracting Authority.

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[6] See the European Commission (2006), *Practical Guide to contract procedures for EC external actions*, pp.87-88 for detailed definition of the nationality rule applied to grants.

- **What kind of action can be supported by the programme?**

The Applicant should make sure that all types of activities foreseen in his project are eligible and can be supported by the call for proposals. Paragraph 2.1.3 provides information about the following characteristics of eligible actions:

- Duration (overall duration of the project must fall into the limits expressed in months)

- Sectors or themes (describes the specific sectors or themes to which the actions must relate)

- Geographical location (lists the countries or region where the actions can take place)

- Types of action (refers to the types of action which may be financed by the programme as well as ineligible actions)

- Number of proposals and grants per applicant

- **When and where should the application be submitted?**

At this stage, it is important to be aware of the **deadline** set for the submission of project proposals and the **location** of the institution collecting them. This information is very important for the preparation of the **supporting documents** and for making decisions about possible partners. Applicants should make sure that all supporting documents regarding their organisation and partner organizations (in the case of a consortium) will meet set deadlines and be able to hand over the proposals at the address signified.

Note that any incomplete Application Form (missing supporting documents) or reception of application by Contracting Authority after the deadline will entail rejection, even if the postmark indicates a date preceding the deadline or in case of delay due to a private courier service. Furthermore, applicants should specify what language they have used.

Exercises

Analyse an example of a given call for proposals guidelines and answer the following questions:

1) What kind of project and activities can be supported through this programme?
2) What kind of organisations can join their efforts in order to build a consortium?

Module I: Project Preparation

Lesson 3: Introduction to the Logical Framework Approach

Objective: Become familiar with the Logical Framework Approach as a tool and methodology for project preparation

The Logical Framework Approach (LFA) is an important tool to help plan and organize a project in a coherent way. It is a sound project design instrument that is also useful during the project management and evaluation phases. Moreover, the Logical Framework Approach is nowadays required by almost all EU funded projects. Therefore, getting familiar with this tool is of a great importance.

Detailed information about the LFA and its use in EU cooperation projects can be found in the following publication available on the European Commission website (pp. 57-94):
European Commission (2004), Aid Delivery Methods, Volume 1: Project Cycle Management Guidelines, EuropeAid Cooperation Office & Development DG, Brussels, March 2004
http://europa.eu.int/comm/europeaid/qsm/index_en.htm

Lesson 3 is mainly based on the information, definitions and charts provided by this source.

Definition: "The LFA is an analytical process and set of tools used to support project planning and management. It provides a set of interlocking concepts which are used as part of an iterative process to aid structured and systematic analysis of a project or programme idea".[7]

This method was developed in the late 1960's to assist the US Agency of International Development to improve its project planning and evaluation system. It aims to summarise the key elements of project planning, namely:

- The project's hierarchy of objectives (Project Description or Intervention Logic)
- The key external factors critical to the project's success (Assumptions)
- How the project's achievements will be monitored and evaluated (Indicators and Sources of Verification).

Logical Framework Phases

There are two main phases in the Logical Framework Approach: the **Analysis Phase** and the **Planning Phase**.

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[7] European Commission (2004), *Aid Delivery Methods: Project Cycle Management Guidelines*, p. 57.

The Logical Framework Approach

ANALYSIS PHASE > **PLANNING PHASE**

↓ **Stakeholder analysis** - identifying & characterising potential major stakeholders; assessing their capacity

↓ **Problem analysis** - identifying key problems, constraints & opportunities; determining cause & effect relationships

↓ **Objective analysis** - developing solutions from the identified problems; identifying means to end relationships

↓ **Strategy analysis** - identifying different strategies to achieve solutions; selecting most appropriate strategy.

↓ **Developing Logical Framework matrix** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success

↓ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility

↓ **Resource scheduling** - from the activity schedule, developing input schedules and a budget

Analysis Phase

The Analysis phase consists of a needs analysis that will identify the potential stakeholders, problems to be addressed, causes and effects, objectives as well as the different strategies and strategies selection.

Planning Phase

Once the conclusions/results of the analysis are available, they should be translated into a practical plan ready to be implemented. This represents the Planning Stage when the Logical Framework Matrix is prepared, the activities are defined and planned and the budget is structured.

What are the essential questions to clarify before a project preparation?
"Ws" QUESTIONS: WHY, WHAT FOR, WHO, WHEN and WHERE

Before starting the elaboration of a project proposal, a preliminary analysis is necessary in order to clarify the problem that the Applicant (or consortium of partners) wants to address and decide how it should be tackled. This analysis can be completed by answering a series of questions: **WHY, WHAT FOR, WHO, WHEN and WHERE.**

WHY?

One should verify the very necessity of the project idea through a **needs analysis,** studying the social, political and economic context in which the project is meant to be developed. **Why is the project important/necessary for the target group? Why should a Community be interested in this project?** Furthermore, during this phase we should also evaluate **our own competences** and **motivations** as well as our **institutional priorities**. If the project idea interferes with activities carried out by public institutions, it is necessary to communicate with them and check the consistency of our project with other initiatives in the field, in order to be innovative. This is also the moment to make sure that our organization can cover all aspects of

the project and determine whether we need to identify partners to build up a consortium for its implementation.

WHAT FOR?

Once the very necessity of the project has been established, we should ask **WHAT FOR** and analyze **what changes the project will imply**; if it will contribute to the achievement of the global strategy fixed at national/European levels in a particular field. During this phase, the project's **general aims (mission)** are defined. The general aims describe the issues to be addressed.

WHAT?

In order to translate the project's general aims into practice, we need to define **concrete objectives** and answer the **WHAT** question.

The concrete objectives should be: **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imed (SMART).

Specific: Which problems will be addressed? How many people will be involved? What competences will they acquire? What will be produced?

Measurable: The more an objective is measurable the easier it will be to evaluate (Example: The project will provide support for 100 persons of the x community)

Achievable and Realistic: The objectives should reflect what is achievable at the level of our organization as well as in the identified area. Setting objectives that are not achievable will lead to problems during the implementation phase. Note that whatever is written in the technical proposal is binding for the applicant.

Timed: Every project has a starting point and an end; therefore a time/deadline for the achievement of the results should be fixed.

HOW?

Once concrete objectives are defined, we should clearly define the **target results** that we want to achieve and specify **HOW** we are going to reach them. This is also the moment to identify a **strategy** that will be adopted and **activities** necessary to achieve the project's objectives.

WHEN AND WHERE?

At this stage, we should be ready to start planning our activities, asking ourselves **WHEN** and **WHERE**.

The plan of activities is an important part of the project proposal. Therefore, it should be precise, list all the activities in a logical sequence in order to reach the objectives and be consistent with the methodology described in the proposal.

In practical terms, the **Analysis Phase** will be completed by filling out the following table:

Project description table

Project Title	
Location of the project	Define the geographic limits
Duration of the project	Define the time limits (in months)
Objectives of the project	Overall objective(s) Specific objective (or purpose of the project)
Corresponding Programme Priorities	Taken from the call for proposals guidelines
Partner(s)	
Target group(s)	
Final beneficiaries	
Stakeholders	

It is crucial to make sure that the project objectives meet at least one or several of the programme's priorities. In this light, the project can have several **overall objectives**. As for the **purpose** of the project, it must embody the development outcome at the termination phase of the project – more specifically the expected benefits to the target group(s).

Beside the elements outlined in the above table, the following conditions are necessary to define the project objectives:
- Knowledge of a current negative situation
- Comprehensive idea about the ideal situation (in the future)
- Clearly defined mission
- Limits and risks affecting our intervention

> *Example:*
> *Overall objective: To contribute to the promotion and protection of civil rights of persons with special needs in Lebanon*
> *Purpose: Improved employability and equal treatment of persons with special needs*

During the **Planning phase,** the Applicant should establish the articulation between the project's objectives, expected results and activities.

A project's results are direct/tangible outputs (goods and services) to be delivered by the project, which are thoroughly supervised at the project management level. It is advised to define the project's results using the past tense. Furthermore, the results should be evaluated through quantitative and qualitative indicators as much as possible.

Chart 6. Logic of articulation between the different components of the LFA

Activity 1	Result 1	Component 1	Purpose/ Specific objective	Overall objective(s)
Activity 2	Result 2	Component 2		
…	…	…		
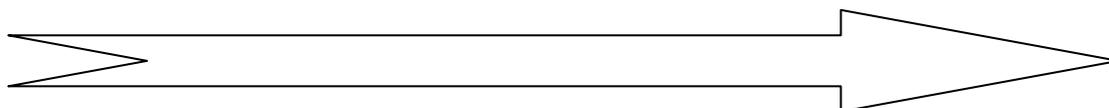
At the beginning, it is better to identify the simple relationship: Activity 1 - Result 1 - Component 1. At a further stage of project development, it is possible to develop more complicated relationships: several activities corresponding to one result, several results corresponding to one project component. As a result, the applicant will be able to build up an **Objective Tree** of the project.

Example:

Activities	Results	Components	Purpose/ Specific objective	Overall objective(s)
A1. Drafting of a report on present situation in the fields of employment and equal treatment of persons with special needs and analysis of possible ways of improvement	**R1**. Report is drafted and discussed with concerned stakeholders	**C1**. Legal framework components	To improve employability and equal treatment of persons with special needs	To contribute to the promotion and protection of civil rights of persons with special needs in Lebanon
A2. Implementation of 6 training workshops to train social workers from 6 districts of Lebanon	**R2**. 90 social workers have been trained	**C2**. Capacity building components		
A3. Organisation of a conference involving main large stakeholders including public authorities, companies direction and Civil Society Organisations	**R2**. Conference involving 300 persons is organised	**C3**. Awareness raising components		

As stated earlier, lesson 3 uses the structure and terminology of the EC *Project Cycle Management Guidelines,* published in 2004. Note that in the former version of these guidelines, the articulation between the different components of the LFA (see chart 6) was presented in a slightly different way:

Activity 1	Result 1	Specific objective 1	Overall objective
Activity 2	Result 2	Specific objective 2	
…	…	…	

The logic prevailing in the table above puts forward more detailed specific objectives, contributing to the achievement of an overall objective instead of the project components. Some EU calls for proposals can still use this version.

After having built up the Objective Tree of the project, the Applicant can start to fill out the Logical Framework Matrix (LFM) which is always part of project application forms. The LMF allows to better structuring the **project's hierarchy of objectives (Intervention Logic or Project Description)**, identifying the **key external factors** critical to the project success **(Assumptions)** and establishing how the **achievements will be evaluated and monitored (Indicators and Sources of Verification)**.

Chart 7. Logical Framework Matrix and Sequences of its completion

Project Description	*Indicators*	*Sources of Verification*	*Assumptions*
Overall objective (general aim): Is the broad development impact to which the project contributes, at a national or sector level (provides the link to the policy and/or sector programme context) 1	Measure the extent to which a contribution to the Overall objective has been made. Used during evaluation. However, it is often not appropriate for the project itself to try and collect this information 8	Sources of information and methods used to collect and report it (including who and when/how frequently) 9	
Specific objectives: The development outcome at the end of the project – more specifically the expected benefits for the target group(s) 2	Helps answer the question 'How will we know if the purpose has been achieved'? Should include appropriate details of quantity, quality and time 10	Sources of information and methods used to collect and report it (including who and when/how frequently) 11	Assumptions (factors outside project management's control) that may impact on the purpose-objective relation 7
Results: The direct/tangible results (goods and services) delivered by the project 3	Helps answer the question 'How will we know if the results have been delivered'? Should include appropriate details of quantity, quality and time 12	Sources of information and methods used to collect and report it (including who and when/how frequently) 13	Assumptions (factors outside project management's control) that may impact on the result-purpose relation 6
Activities: The tasks (work programme) that need to be carried out to deliver the planned results (optional within the Matrix itself) 4	*(sometimes a summary of resources/means is provided in this box)*	*(sometimes a summary of costs/budget is provided in this box)*	Assumptions (factors outside project management's control) that may impact on the activity-result relation 5 (optional)

The sequence indicated in Chart 7 is the one that should be followed to fill in the LFM. It starts with the **Project Description**, then the identification of **Assumptions** followed by **Objectively Verifiable Indicators** and **Sources of Verification**.

Assumptions are external factors – escaping the direct control of the project manager - that have the potential to influence (or even determine) the success of a project. They can be formulated by answering the question: "What external factors may impact on the project implementation and the long-term sustainability of benefits, but are outside the project management's control?"[8]

Objectively Verifiable Indicators (OVIs) describe the project's objectives in operationally measurable terms (quantity, quality, time – or QQT).[9] OVIs should also be **SMART**:
- **S**pecific to the objective it is meant to measure
- **M**easurable (either quantitatively or qualitatively)
- **A**vailable at an acceptable cost
- **R**elevant to the information needs of managers
- **T**ime-bound – so we know *when* the objective/result is expected to be achieved

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[8] Ibid., p. 78.
[9] Ibid., p. 80.

What is an Indicator?

Definitions:
- A parameter, or a value derived from parameters, which points to, provides information about, with significance extending beyond that directly associated with a parameter value (parameter: a property that is measured or observed)
- An Indicator is a parameter that helps you understand where you are, which direction you are taking and how far you are from where you want to be

Indicators can be of two types:
- **Descriptive**: Showing trends in degradation or improvement of a situation
- **Performance oriented**: Referring to a threshold or a reference value against which conditions can be compared

General Criteria for the selection of Indicators

- **Policy Relevant:**
- Simple and easy to interpret
- Showing trends over time (time series)
- Responsive to changes at the resource level and related human activities
- Referring to a threshold or a reference value against which conditions can be compared (performance indicators)

- **Analytically sound:**
- Should be theoretically well founded, in technical and scientific terms

The **Sources of Verification** helps to test whether or not the Indicators can be realistically measured at the expense of a reasonable amount of time, money and effort.

Note that it is better to start drafting a proposal by the Logical Framework Matrix. The following exercises will clarify your ideas about the project and simplify the next step, which is the technical and financial proposal drafting.

Exercises

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1) Using the call for proposals guidelines, prepare the **Project description table** and **Logic of articulation between the different components of the LFA** (chart 6).
2) Using these two tools, fill out the **Logical Framework Matrix** for your project.

Module I: Project Preparation

Lesson 4:   Drafting of Technical and Financial Proposals

Objective: Finalise the project proposal

Once the Applicant has understood the articulation between the objectives, results and activities of a future project, the drafting of the project proposal can begin. The proposal should contain a technical and a financial part that should be complementary and coherent: each and every activity mentioned in the technical proposal should have specific budget coverage in the financial part.

- ▪ **How to prepare a Technical Proposal?**

The Technical Proposal comes under a standard Application Form to be filled in. While applying for a call for proposals, the following documents should be submitted:

- ▪ Application Form
- ▪ Budget
- ▪ Logical Framework
- ▪ Legal Entity File (Proof of Registration for NGOs)
- ▪ Financial EC Identification Form

Note that the different paragraphs of an EC Application Form correspond to the detailed elements of the Logical Framework Matrix.

Before filling in the Application Form, carefully review all needed material (Guidelines, Guidelines for Evaluation etc.). It is also very important to be coherent. **Needs/aims/objectives/resources** should be logically laid out. The following are the main information that needs to be included in an Application Form:

1. Project title, location, duration and target group
2. Reason for the project (**needs analysis**)
3. What we hope to achieve through the project (**aims** and **specific objectives**, objectives should be relevant and fit the general aim)
4. How we intend to achieve the identified aims (appropriate **methods** and **activities** to achieve the specific objectives)
5. With which r**esources** we intend to achieve these aims (financial, material, premises)
6. Who will **coordinate** the activities, partners roles and responsibilities
7. **When and where** the project will be implemented? What are the main phases?
8. How the project will be **evaluated and monitored**. By a *Steering Committee*? Have **qualitative and quantitative indicators** been identified?
9. Planned **follow-up** (sustainability of the project) and **multiplier effects**

In addition, an Activity Schedule with detailed information on activities, responsibilities and timing has to be provided.

Example:

Year 1													
Activity	Month 1	2	3	4	5	6	7	8	9	10	11	12	Implementing Body
Activity 1(title)	░	░	░	░									Partner 1, 2, 3
Activity 1.1 (title)	░												Partner 1
Activity 1.2 (title)	░	░											Partner 2, 3
Activity 1.3 (title)		░	░										Partner 1, 2, 3
Activity 2 (title)				░	░	░	░	░	░	░			Partner 1, 2
Activity 2.1 (title)				░	░								Partner 1, 2
Activity 2.2 (title)						░	░	░	░	░			Partner 1
Activity 2.3 (title)						░	░	░	░				Partner 2
Activity 2.4 (title)										░			Partner 1, 2
etc.													

An Activity Schedule should take into account the sequences of activities.
Sometimes, new activities cannot start before attaining the target results expected from previous activities.

- **How to prepare a Financial Proposal?**

The Financial Proposal is composed of two main sections: **Budget** and **Sources of Funding**.

A budget breakdown template is provided together with the Application Form. Before starting to prepare the Budget, it is important to study carefully paragraph 2.1.4 of the Guidelines, dedicated to **eligible** and **ineligible costs**. Costs considered as ineligible by the Contracting Authority will be rejected. This could affect the final balance payment and cause financial difficulties for the Applicant. Therefore, it is important to thoroughly check eligibilities of future project expenditures at the Budget preparation level.

The Applicant (and Project Partners, in the case of a consortium) is not authorised to raise any profit using the money of the grant. All costs indicated in the budget must be realistic and recorded in the Applicant (and/or partners) accounts. Furthermore, they should be justified, identifiable and verifiable.

Eligible costs should be allocated under the following budget headings:

Human Resources costs: Costs for international and local staff including *technical* (i.e. project coordinator and experts) and *administrative staff* (i.e. accountant, project assistant). Each position, salaries rates (based on real salary costs in the case of grants) and the numbers of days/months involved in the project should be clearly defined. Subsistence costs (per diem) and expenses for persons involved in the project working away from their place of residence should also be foreseen. Subsistence costs are calculated on a daily basis and cover catering, accommodation, local travels within the place of the mission and sundry expenses.

Note that as far as costs of staff are concerned, the **real salary costs** correspond to the **actual salaries** plus **social security charges and other remuneration related costs**. These real salaries can be calculated on a daily or monthly basis. Salaries and costs **must not exceed those normally borne by the Applicant or his partners**. It is important to bear in mind that after submitting a financial report (intermediary or final) applicants can be asked to provide proofs of different staff involved in the project (before and during the project).

Subsistence costs calculated on a daily basis use as a benchmark the daily allowance rate updated on a continuous basis in the European Commission website:
http://europa.eu.int/comm/europeaid/perdiem/index_en.htm

Note that these per diems correspond to the maximum daily allowance which can be considered as eligible costs. Usually the number of per diems is calculated on the basis of nights spent outside the place of residence. Applicants should include proofs that allocated per diems were actually spent in the financial report.

Example: for Lebanon the maximum daily allowance rate is 128 €
An international **expert** *is invited to take part in a conference organised in the framework of the project. He will spend 4 days and 3 nights in Beirut. The maximum per diems which can be granted in this case are: 128 € * 3 nights = 384 €.*

Travel costs: Costs for international or long-distance travels in the country. Short trips should be covered by the per diem or other costs.

Equipment and supply: Costs for necessary equipment that has to be purchased/leased/rent for the project (PC equipment, cars, technical equipment, etc.)

Local office costs: Costs for telephone, fax, internet access, office rental, monthly costs of a car.

Other costs: This heading should include the cost of publications, studies, conferences and so on in case they will be fully subcontracted. Each of these costs should be detailed (number of publications, number of pages per publications, publications languages, cost of translation for x amount of publications, etc.)

The following costs are usually considered as ineligible in EC grants:

- Debts and provisions for losses or debts
- Interest owed
- Items already financed in another framework
- Purchases of land or buildings, except when necessary for the direct implementation of the project, in which case ownership must be transferred to the final beneficiaries and/or local partners at the end of the action
- Currency exchange losses
- Taxes, including VAT, unless the Applicant (or the Applicant's partners) cannot reclaim them and applicable regulations do not forbid coverage of taxes
- Credits to third parties

Note that all other ineligible costs - if any – will be clearly listed in the above mentioned Guidelines paragraph.

Example:

An NGO L is preparing a Budget for a grant proposal, and is in the process of calculating the costs under the "Human Resources costs" budget heading.

The project duration is of 1 Year. The NGO has allocated the following personnel in the Technical Proposal:

- *1 Project Consultant for the duration of the project, remunerated on a lump sum basis for a total of 7500 Euros*
- *1 part time Coordinator for 12 months duration*
- *3 Regional Coordinators for 8 months each*
- *1 Accountant*
- *1 Secretary*

In addition, NGO L has planned a national workshop necessitating the intervention of an international expert coming from Europe for a period of 4 days. This expert's fees are of 500 Euros per day and his per diem is 128 Euros.

The Human Resources heading costs would look like the following:

Annex B. Budget for the Action	All Years			
Expenses	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)[3]
1. Human Resources				
1.1 Salaries (gross amounts, local staff)[4]				
1.1.1 Technical	Per month			
Project Consultant		12	625	7500
Project Coordinator		12	700	8400
Regional Coordinator (3)		8	300	7200
1.1.2 Administrative/ supporting staff	Per month			
Accountant		12	230	2760
Secretary		12	200	2400
1.2 Salaries (gross amounts, expatriates/ international staff)				
International Expert	Per day	4	500	2000
1.3 per diems for missions/ travel				
Abroad	Per diem	4	128	512
Subtotal Human Resources				30772

The sum of all eligible costs listed below makes the **Subtotal direct eligible costs of the Action.**

Example:

7. Subtotal direct eligible costs of the Action (1-6)	45000
8. Provision for contingency reserve (maximum 5% of 7, Subtotal of direct eligible costs of the Action)	2250
9. Total direct eligible costs of the Action (7+ 8)	47250
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action)	3307,5
11. Total eligible costs (9+10)	50557,5

The Applicant can include a **contingency reserve** in the Budget not exceeding **5%** of the direct eligible costs (45 000 € * 0.05 = 2 250 €). Note that this reserve can only be used in case of unforeseen expenditures necessary for a successful project implementation with **prior written authorisation** of the Contracting Authority.

Furthermore, the Applicant may claim a fix amount of **indirect administrative costs** (usually not exceeding **7%** of the total amount of eligible costs) that cover all the extra administrative overheads costs not included in the budget (47 250 € * 0.07 = 3 307,50 €).

> During the project implementation phase, all of the incurred costs must be justified by corresponding invoices. However, the Contracting Authority does usually not require financial justifications for **indirect administrative costs**.

The sum of all these elements gives the **Total eligible costs** of the project.

In order to assure equilibrium between expected expenditures (Budget) and expected financing, the Applicant must provide information about all expected **Sources of Funding** for the project. This means that the grant usually covers only one part of Total eligible costs (see lesson 2). Applicants should therefore assure the financing of the difference either by other donors (local public authorities, international organisations, etc.), or by their own resources or consortium members resources.

> The co-financing of a part of total expenditures by applicants and their partners proves the willingness of Consortium members to reach a project's objectives and enhances its ownership. Furthermore, budget support by other donors demonstrates that a broader consensus exists about the project's objectives on a national and/or international level and constitutes an additional asset to a project's evaluation.

The maximum and minimum boundaries for donor co-financing of the Total eligible costs of a project is defined in the Guidelines and may differ from a project to another. Applicants should have a clear idea of the budget headings that will be covered by resources from their own organisation and those provided by consortium partners. Applicants and partner organisations (if any) are free to provide their financial contribution for any eligible costs listed in the budget.

Any contributions *in kind* made by the Applicant and/or consortium partners or any other source, do not represent actual expenditure and are not eligible costs. They cannot be treated as co-financing by the Applicant.

At the same time, the costs of staff assigned to the project are usually not considered as contributions in kind. Therefore, this contribution may be considered as co-financing in the project's Budget, when paid by an Applicant or consortium partners. However, in some programmes the already employed staffs' costs can be ineligible (see paragraph 2.1.4).

Example: Expected sources of funding

		Amount	Percentage
		EUR	of total
			%
Applicant's financial contribution		15000,00	29,67
Commission/EDF contribution sought in this application		30557,50	60,44
Contribution(s) from other European Institutions or EU Member States			
Contributions from other organizations:			
Name	*Conditions*		
UNDP Lebanon	Selection of proposal by Contracting Authority	5000,00	9,89
TOTAL CONTRIBUTIONS		50557,50	100,00
Direct revenue from the Action		0,00	0,00
OVERALL TOTAL		50557,50	100,00

Usually, a Partnership Statement signed by all of the consortium members defines the shared co-financing amounts. The latter may be proportional to the budget allocated to each partner.

In order to receive the grant's entire amount, applicants should provide the Contracting Authority with all the financial documents **justifying the spending of Total eligible costs of the action** (and not only invoices).

Going through all the elements of a project proposal, it is easy to appreciate that the Application Form does not represent an obstacle to overcome in order to get the grant. It is rather a sound tool that helps applicants analyse all the issues and gather all necessary conditions for a smooth future project implementation. Rather, by completing the Application Form, applicants will build a clear idea about the structure of their project.

Exercises:

1) Prepare the Activity Schedule based on the Logical Framework Matrix developed during lesson 3.
2) Using the Logical Framework Matrix, develop a budget for every activity.
3) Aggregating the budgets for all activities, fill in the Budget table and the Sources of Funding table.

Module II: Project Management

Lesson 1:   Contract Management

What is a Contract?

Definition:
A *contract* is the **legal framework** in which the project will be carried out. It is the Leading Company/Applicant that, on behalf of the Consortium, will sign the contract with the European Commission. The contract defines the purpose of the grant or fund, the duration, the reporting system, payments schedule and bank account details. The Financial and Technical Proposals are part of the contract. Therefore, any changes occurring in the planned activities or/and budget should be referred back to the Contracting Authority for request of a written approval.

- General Conditions
 Before signing a contract it is important to read carefully all included articles. The **General conditions** include all the administrative and financial provisions. The contract can be **amended** with regards to the budget, however the rules contained in the General conditions should be strictly followed. In some cases an **addendum** could be submitted for approval.

- Consortium Agreement
For smooth project implementation, a **Consortium Agreement** between the Applicant and the Project Partners should also be drafted where the tasks and responsibilities are defined as well as the financial relations and payment schedules.

- Subcontractors
Should *subcontractors* be involved in the implementation of specific activities that none of the partners can fulfil (i.e. preparation of a study/research) a written approval by the European Commission should be requested. Note that no more than 30% of total activities can only be sub-contracted.

- External Experts
In the case of involvement of external *experts* in the project implementation, a contract should be signed with them in order to define their tasks and responsibilities, the consultancy duration as well as their fees and terms for payment.

Example: Subcontracting

Consultancy Duration: 3 months, starting 1st of April 2005

The legal consultant will carry out the following tasks:

- *Conduct a comparative study between **Law No 422** relating to the protection of juveniles in conflict with the law or at risk dating from 6/6/2002, and the Convention on the Rights of the Child, The United Nations Guidelines for the Prevention of Juvenile Delinquency (The Riyadh Guidelines),The United Nations Rules for the Protection of Juveniles Deprived of their Liberty and The United Nations Standard Minimum Rules for the Administration of Juvenile Justice (The Beijing Rules)*
- *Conduct a desk top review of the issued sentences in the legal files, attend a sample of trials in order to monitor the extent of implementation of the provisions outlined in Law No 422 and assess the progress achieved*
- *Undertake an analytical study in order to highlight discrepancies and suggest amendments for Law No422 and the relevant implementation decrees to be more compliant with the above mentioned conventions and rules*

Deliverables and timeframe
A comparative and implementation study typed and edited (ready for printing), which does not exceed 100 pages.
The study will be conducted during a period of 3 months starting 1st of April 2005 and ending on June 30, 2005.

First Draft   31 of May 2005
Final Draft   30th of June 2005

Qualifications
1- *BA or Master Degree in Law or related fields with extensive knowledge of Human Rights and Children's Rights.*
2- *Minimum 5 years of relevant experience in similar consultancies*

Reporting
The legal consultant will report to the project coordinator/consultant and the president of the NGO.

Documents
The NGO will provide the consultant with all the relevant documents.

Applicants should apply in writing and preferably electronically referring to the Project Number and Vacancy Title: Legal Consultant PPM 2/ MED/2003/005-729-LC with a copy of their CVs and a cover letter, no later than end of March 2005 to:

The sub-consultancy process is based on the relevant qualifications, experience and skills of applicants. Remuneration is commensurate with qualifications.

Module II: Project Management

Lesson 2:	Financial Management

Budgetary obligations are fixed by a Financial Agreement with the Contracting Authority and national legislation. In addition, a given project has to be implemented during a contractual period; only related costs can be covered, excluding the preparatory works as well as follow-up activities.

In the case of a Consortium Agreement, the partner responsible for project's financial management is usually the Leading Company. Some important additional aspects of Financial Management are the following: **Cash Flow Management**, **Spending Plan** and **Cash Handling**.

- **Cash Flow Management**

Cash flow Management involves an estimation of the amount of cash necessary at each stage of project implementation. In the case of grant projects, the grant budget itself can be used - as a basis for Cash flow Management - where the grant budget has already been laid out in detail, with clearly assigned expenditures and periods of implementation.

Whatever tool is put into practice, the aim of Cash Flow Management is to ensure cash availability whenever necessary.

- **Spending Plan**

A plan for foreseen expenses may be structured through **Excel tables,** indicating monthly or quarterly costs, due amounts, payment destinations and payment methods (see example bellow).

- **Cash Handling**

A system to handle cash should also be adopted in order to assure sound Financial Management. First of all, separate accounts should be kept for the project. To simplify things, a separation should be made between petty cash for small payments and more important cash amounts for larger payments. It is advisable to fix a limit for petty cash and clearly specify what should be included in the larger amounts; the latter will require the intervention of the Project Director and the bank. Payments should be made preferably through bank transfers rather than in cash.

- **Financial Reports**

Usually, the European Commission requires the submission of financial reports at regular intervals in order to verify the progressive use of each budget heading. It would therefore be useful to create Excel tables per each budget heading that could be constantly updated during project implementation. This will facilitate the Financial Management and make the production of the reporting material easier.

- **External Audit**

An External Audit can certify expenditures with your plan as well the soundness of your Financial Management. The Auditor should be provided with all originals of official documents (Grant Contract, Consortium Agreement and Subcontracting Agreement, reports, original invoices, timesheets and bank transfer documents).

Example: Monthly Cash Flow for Human Resources Budget Heading

Human Resources NGO L	Year 1 March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Total
Consultant	3750					1875						1875	**7500**
Coordinator	700	700	700	700	700	700	700	700	700	700	700	700	**8400**
Regional Coordinator 1					300	300	300	300	300	300	300	300	**2400**
Regional Coordinator 2					300	300	300	300	300	300	300	300	**2400**
Regional Coordinator 3					300	300	300	300	300	300	300	300	**2400**
Accountant	230	230	230	230	230	230	230	230	230	230	230	230	**2760**
Secretary	200	200	200	200	200	200	200	200	200	200	200	200	**2400**
International Expert								2800					**2800**
Total	**4880**	**1130**	**1130**	**1130**	**2030**	**3905**	**2030**	**4830**	**2030**	**2030**	**2030**	**3905**	**31060**

Note: It is recommended to prepare the table on an excel sheet and specify payment modalities (cheque No or cash).

Module II: Project Management

Lesson 3:   Monitoring and Evaluation[10]

What is an Evaluation?

Definition:
To evaluate means "to ascertain the value of something". The evaluation process gives you direct information about the value of your project. Evaluation can also provide information about how to improve the project. It allows you to ask questions about your work, to collect appropriate information and then use it to reframe and redirect activities or keep them on track, depending on what the data reveals. Evaluation can help staff and partners improve their understanding of the project, enable them to assess strengths and weaknesses as well as make appropriate changes if necessary. It can also help them develop short-term and long-term plans where needed.

What is Monitoring?

Definition:
Monitoring is one type of evaluation; it is essentially a management tool. It provides routinely gathered information for tracking the implementation process according to previously agreed upon plans. Its purpose is to establish the extent to which a project's inputs are consistent with the initial plan, and the extent to which desired outputs are being achieved. It can provide timely data that allow you to take action in response to an unexpected opportunity and/or to make corrections as required.

Types of Evaluation and questions addressed by an Evaluation

  ➢ **Diagnostic Evaluation:** Is carried out during project design and planning

  Questions:
  - What are the parameters that will affect the project?
  - What resources are available?
  - Is the project feasible?

  ➢ **Monitoring:** Is carried out once the project is underway
  Questions:
  - Are we delivering what we have promised (goods, services and activities at the right time)? If not, why not?
  - Do we need to change what we are doing? If so, in what way?

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[10] Based on Evans L., Myers R., Llfeld E., *Early Childhood Counts, A Programming Guide*, World Bank Institute, 2000, p. 257.

- ➢ **Process Evaluation:** Is designed to improve the activities that are being implemented within the project
  Questions:
  - Is the project implementation being carried out in a successful manner? Are the planned activities relevant? If not, why not?
  - Have we provided all of the elements necessary to achieve intermediate and long-term outcomes?

- ➢ **Effectiveness Evaluation:** Is carried out after a project has been underway for some time, but is a type of evaluation that is still directed toward the improvement of project activities and design
  Questions:
  - Is the project achieving satisfactory progress toward set objectives?
  - Is the project producing the changes we were seeking for individuals, organizations, communities and institutions? If not, why not?

- ➢ **Impact Evaluation:** Is carried out to determine if the project has delivered the desired effects on target groups
  Questions:
  - What are the results generated by the project's implementation?
  - Did we have a lasting impact on beneficiaries and their surroundings?
  - What are the social, economic, technical, environmental and other effects on individuals, communities and institutions?

- ➢ **Relevance Evaluation:** Has to do with whether or not the project is continuing to meet a need
  Questions:
  - Are the project's objectives still relevant?
  - What is the value of the project in relation to other needs and priorities in the country?

- ➢ **Sustainability Evaluation:** looks at what is likely to remain once initial funding comes to an end
  Questions:
  - Is the activity likely to continue beyond the grant's duration? Or at the termination of a specific initiative such as a campaign?
  - What are the sources of future support and possible evolution of the program?

Example: Monitoring and Changes

NGO L had elaborated an action plan in its Grant Proposal whereby two activities were set to be carried out during the 4th and 5th months of project implementation.
Activity 3 *relates to Capacity Building of other NGOs*
Activity 4 *relates to a national conference for decision makers*

The international expert who was assigned for participating in the national conference excused himself given a prior engagement during the 5th month. However, the expert confirmed his availability for the 4th month. NGO L wasn't able to commit with him given that it wasn't sure it would be selected as grant beneficiary.

On the other hand, while planning the project proposal, NGO L failed to take into consideration that the 4th month is a rush period for NGOs. This is a period during which the latter are busy preparing their annual reports and budgets and hence their workers are not available to attend Capacity Building training sessions. However, the 5th month coincides with the summer season, when the number of beneficiaries decreases due the vacations and so the NGO employees are more flexible to attend Capacity Building sessions.

The project coordinator while planning activities 3 and 4 directly notified the NGO president about the difficulties encountered and suggested regulatory measures to safeguard compliance with the signed contract in order to prevent delays. The proposal consisted of switching the 2 activities.

In compliance with the contract signed with European Commission, the Technical Assistance Manager assigned by the EU was also notified and gave the institution's approval, provided the change would not entail any budget modification.

The whole process of monitoring and rescheduling of activities was documented in the progress report as well as in the correspondence with the technical assistance team, and was used at the end of the project, during the Evaluation phase, in order to justify the changes.

Glossary

Applicant/Leading Company: The Company that acts on behalf of a consortium that is financially responsible to the Contracting Authority.

Associate organisations: Those organisations that play an actual role in project implementation but may not receive direct funding from the grant, with the exception of per diems or travel costs. They do not have to meet the eligibility criteria. Associate organizations have to be mentioned in the Grant Application Form.

Beneficiaries: Those who benefit from the implementation of a project. A distinction should be made between *Target Groups* and *Final Beneficiaries*. Target Groups are groups directly affected by the project. Final Beneficiaries are those who will benefit from a project in the long term, as a consequence of the results achieved.

Budget breakdown: A Budget breakdown is a service contract, or in other words, a breakdown of a contract's value, specifying fee rates and provisions for incidental expenses.

Cash Flow forecast: Estimation of the future Cash Flow resulting directly from a project's implementation.

Consortium: A group of NGOs/companies/institutions that has partnered to undertake a project.

Contract: A signed agreement binding different parties to carry out a specific service. A contract includes a *General Conditions* section as well as all related attachments and documents.

Contracting Authority: Is the government of a beneficiary country or a legal person governed by public or private law, concluding the contract and controlling the budget.

Experts: Are part of a project's team. Due to their highly specialized competence, they contribute in carrying out specific project activities. The duration of their assignment can be short-term (till 6 months) or long-term based (more than 6 months).

Fee-based contract: A contract based on fixed fee rates for each day worked by an expert (service contract).

Inception Phase: Once a contract with the Managing Authority is signed, the Inception Phase covers the first period of project implementation (duration: between one to three months). The Inception Phase can be considered as a preparatory phase.

Main beneficiary: The government or the country where the initiative is implemented.

Month: Calendar month (not more than 22 working days per month).

Project: A series of services that have to be provided under a given contract.

Project Director: The person in charge of managing relations and contacts between the Contracting Authority and parties involved. The Project Director holds a central co-coordinating role.

Project Partners: Are those involved in a project's execution and part of a consortium.

Stakeholders: Individuals or institutions that affect the project directly or indirectly, positively or negatively.

Steering Committee: Is formed by representatives of a consortium, institutions/companies involved in a project, including the main beneficiary. Its task is to follow up a project's progress and achievements.

Subcontractors: The Grant Applicant has the possibility to conclude contracts with subcontractors. Subcontractors are neither partners nor associates and are subject to the procurement rules outlined in Annex IV of the Standard Grant Contract.

Team leader: Is the central figure of a project's team, specialized in the related field, who organizes the team members' know how and expertise, in order to maximize results. He/she works on a permanent basis at the project's offices and is responsible of managing the project.

Guidelines and Terms of reference: Documents produced by the Contracting Authority providing information about requirements, objectives, results and specifying the methods and resources to be used to achieve expected results.

Useful links and Bibliography

About MEDA Program and EU policy and interventions in the MEDA Region and Lebanon:

European Commission Website
http://europa.eu.int
The section of the EU portal dedicated to the EU Commission, the EU institution that, among other tasks, is responsible for the implementation of the European development co-operation.

Directorate General External Relations (Relax)
http://europa.eu.int/comm/dgs/external_relations/general/mission_en.htm
Provides information concerning EU relations with South Eastern Europe, Caucasus and Central Asian Republics, Iceland, Liechtenstein, Norway, Switzerland, including the EEA-Agreement, North America, Australia, Japan, Korea, the Middle East and the South Mediterranean, Latin America and Asia. Information and legal documents about Barcelona Process and MEDA Program are also provided.

The EU relations with Lebanon, DG External Relations Website
http://europa.eu.int/comm/external_relations/lebanon/intro/index.htm

Directorate General Development
http://europa.eu.int/comm/dgs/development/organisation/mission_en.htm
DG DEV defines the EC policy and strategy for reduction of poverty and poverty eradication that represent the aim of the Community's development policy.

Neighbourhood Policy
http://europa.eu.int/comm/world/enp/index_en.htm
Information about the EU new policy for the Countries located on the South and East EU boundaries to share peace, stability and prosperity with the European Union. The Mediterranean Countries are part of this Policy.

European Commission Delegation in Lebanon:
http://www.dellbn.cec.eu.int/english/index.htm
The Delegation of the European Commission is in charge of presenting, explaining and implementing EU policy. Moreover it informs about Neighbourhood Policy, Euro-Mediterranean Partnership and on going projects in Lebanon within the framework of MEDA.

Euro-Mediterranean Partnership Website
http://europa.eu.int/comm/external_relations/euromed/index.htm

MEDA Programme
http://europa.eu.int/comm/external_relations/euromed/meda.htm

Euro-med Youth Program http://www.europa.eu.int/comm/youth/priorities/euromed_en.html
Offers a series of information about the opportunities offered to young people by the EU Youth Program and how to participate.

Directorate General EuropeAid

http://europa.eu.int/comm/europeaid/index_en.htm
The EuropeAid Co-operation Office is responsible for the implementation of the external aid instruments of the European Commission which are funded by the European Community budget necessary to ensure the achievement of the objectives of the programmes established by the Directorates-General for External Relations and Development, and approved by the Commission. It provides information about the programmes and documents necessary to answer to calls for tenders or calls for proposals (Guidelines, Applications Forms).

Looking for Service Contracts and Grants:

In order to find open tenders in the EuropeAid website, go to: http://europa.eu.int/comm/europeaid/cgi/frame12.pl and fill in the "QUERY FORM":

1. "MEDA" in the pull down window
2. Status : Open
3. Type: Grants
4. Region: Mediterranean Partners
5. Countries : Lebanon
6. Click on " SUBMIT QUERY"

The list of open calls for proposals will be shown.

If you want to know more:

European Commission, *Practical Guide to contract procedures for EC external actions*, February 2006.
Website: http://europa.eu.int/comm/europeaid/tender/practical_guide_2006/index_en.htm

European Commission, *Aid Delivery Methods*, Volume 1, *Project Cycle Management Guidelines*, March 2004.
Website: http://europa.eu.int/comm/europeaid/qsm/index_en.htm

EU & Lebanon Country Strategy Paper, Lebanon 2002-2006 &
National Indicative Programme, Lebanon 2002-2004
http://www.dellbn.cec.eu.int/en/eu_and_lebanon/csp0206.htm

EU & Lebanon National Indicative Programme, Lebanon 2005-2006
http://www.dellbn.cec.eu.int/en/eu_and_lebanon/nip0506.htm

BBJ Consult AG, *Practical Guide, Participating in International Projects, Project management*, April 2005.

Council of Europe & European Commission, *Project Management*, T-KIT n.3, November 2000.

Council of Europe & European Commission, *Funding and Financial Management*, T-KIT n. 9, September 2004.